

ENVIRONMENTAL
SOCIAL
GOVERNANCE

ACE PILLAR 2025

CORPORATE
ESG REPORT

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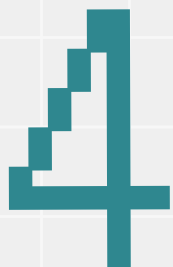
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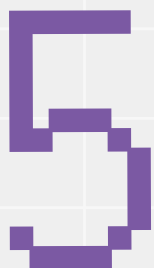
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Introduction

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PREF.



About This Report

The Sustainability Report / ESG Report issued by Ace Pillar Co., Ltd. (Ace Pillar or the Company) has been prepared with reference to the guidelines and framework of the Global Reporting Initiative (GRI) Standards, Task Force on Climate-related Financial Disclosures (TCFD), Sustainability Accounting Standards Board (SASB), United Nations Sustainable Development Goals (SDGs), and the Taiwan Stock Exchange Corporation Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies.

Report Publication Date and Cycle

This report is disclosed and issued on an annual basis, and is published on the Company's website.

The previous ESG report was published in August 2025.

The current report is released in August 2026.

Next report is expected in August 2027.

Report Scope and Boundary

This report covers the operational content and sustainability topics of Ace Pillar's Taiwan operating locations (Headquarters, Sales Offices, Logistics Center and Technical Service Department) as the primary disclosure scope from January 1, 2025 to December 31, 2025. Economic disclosure information covers consolidated statement subsidiaries; however, environmental and social dimensions do not yet include subsidiary information, which will be progressively incorporated into the disclosure scope as the information collection process is improved.



Taiwan Locations

New Taipei Ace Pillar Headquarters
Taoyuan Ace Pillar Sales Office
Hsinchu Ace Pillar Sales Office
Taichung Ace Pillar Sales Office
Tainan Ace Pillar Sales Office
Kaohsiung Ace Pillar Sales Office
New Taipei Ace Pillar Logistics Center
Taoyuan Ace Energy Headquarters
New Taipei Ace Energy Sales Office
Hsinchu STC Headquarters
Taipei Transpak Headquarters
Taichung Transpak R&D and Manufacturing Center



Overseas Locations

Tianjin Ace Pillar
Suzhou Luoyan
Shanghai STC
BlueWalker, Germany

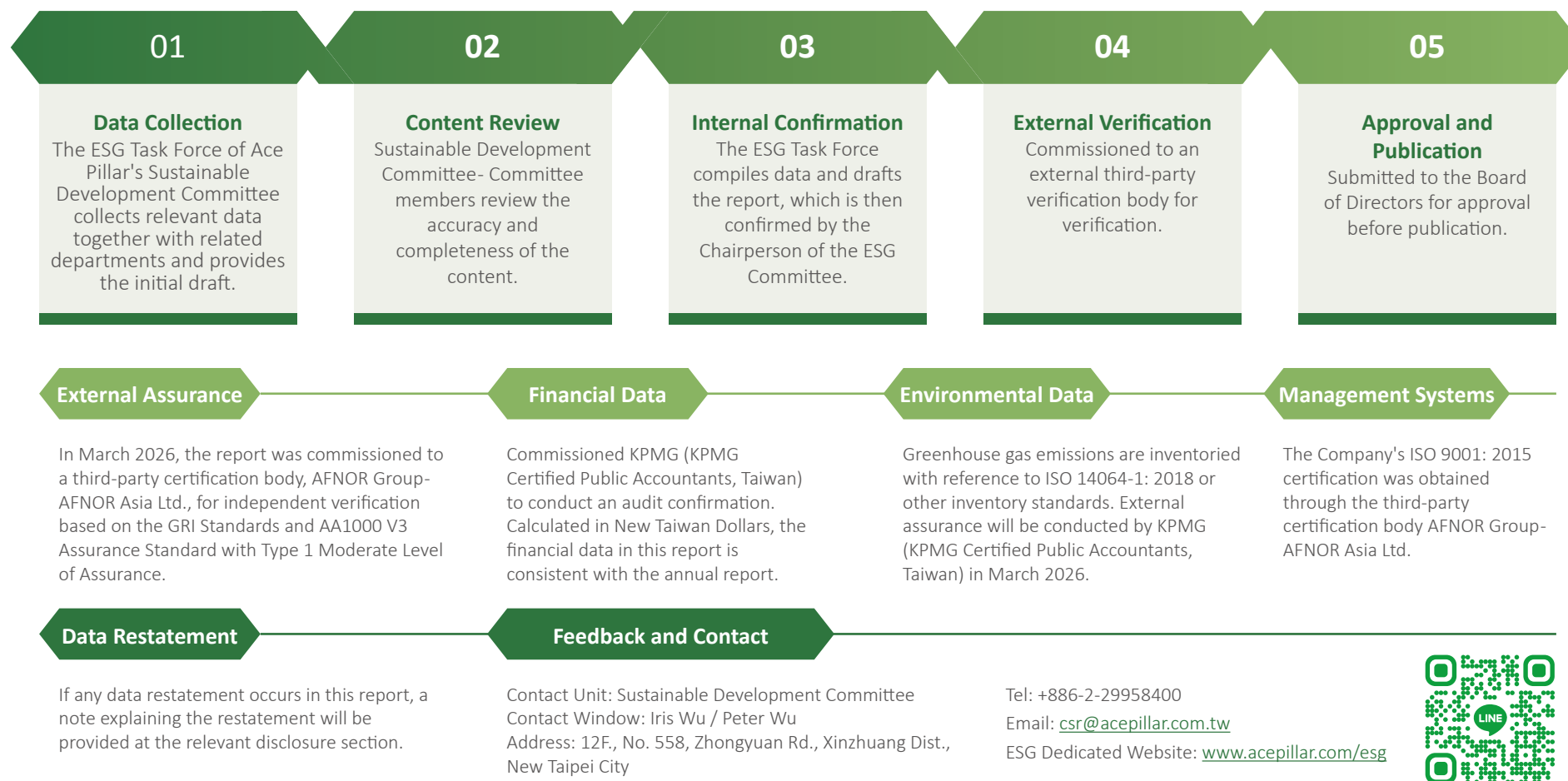


ESG Report Compilation Management Process

The Company has established a Sustainable Development Committee, and the ESG Task Force collaborates with relevant departments to formulate, plan and promote the compilation and writing of related content. The Sustainability Reporting

Preparation and Verification Procedures and internal control system have been established. The ESG Task Force works with relevant departments to conduct internal verification, comparing data for consistency, completeness and accuracy. Any omissions are

returned to respective unit supervisors for supplementation and confirmation. After approval by the Sustainable Development Committee members and chairperson, the report is submitted to the Board of Directors for publication approval.





Review and Outlook on Operational Sustainability

Deepening the Three Pillars of "AI Intelligent Automation · Green Energy · Semiconductors" to Drive New Momentum for Double-Digit Growth

Dear shareholders, customers, partners, and all colleagues:

Over the past year, despite global challenges posed by tariff policies and supply chain shifts, Ace Pillar has demonstrated strong operational resilience. Our consolidated revenue for the full year reached NT\$4.442 billion, representing growth of over 24% compared to 2024, with gross margin improving to 25%. These results are attributable to the collaborative efforts of all colleagues and strategic partners, as well as the effectiveness of our product portfolio optimization strategy.

In the course of pursuing revenue growth, impacted by changes in the Chinese market environment, an overdue accounts receivable incident occurred at our subsidiary Tianjin Ace Pillar. The related credit losses have been prudently recognized in the 2025 annual report. This serves as a painful reminder for our internal management, and also as an opportunity to strengthen corporate governance and resilience. We have already comprehensively optimized our credit management system and reinforced our risk early-warning mechanism. Although there has been a short-term impact on profitability, this does not affect our long-term strategic resolve. Revenue reached a new high in early 2026, demonstrating that Ace Pillar's transformation toward AI robotics and semiconductors is on the right track. We will safeguard this growth with the most rigorous internal control mechanisms, converting it into a sustainable competitive advantage for the company.

At the end of 2025, Ace Pillar made a strategic investment in Racing Electric, integrating motor, actuator, and module design technologies with our existing vision systems and computing capabilities, and applying them to high-value critical modules in the mobile vehicle and robotics industries. In the semiconductor sector, our subsidiary STC operates steadily, with talent being the core asset driving all these transformations, particularly in wafer transfer and inspection

equipment. In response to the advent of the AI era, in addition to implementing RPA process optimization and an AI product database and expanding internal training, we have further empowered our colleagues with the ability to leverage AI tools to solve problems. We remain committed to building a diverse and inclusive workplace, ensuring that our supply chain partners comply with human rights and occupational health and safety standards, and achieving shared prosperity for both the company and society.

Ace Pillar has transcended the traditional scope of distribution and agency, transforming into a "high value-added solution provider" and establishing a value creation model centered on "AI Intelligent Automation, Green Energy, and Semiconductors." We are grateful to all of you for your continued support. Ace Pillar will move forward steadfastly on the path of sustainable development, co-creating a sustainable future together.

President, Ace Pillar Co., Ltd.

李長堅





ESG Goals and Performance

Ace Pillar is committed to corporate sustainable development and supports the United Nations Sustainable Development Goals (SDGs). Following the recommendations of the SDG Compass for corporate implementation, the Company has established its own ESG performance indicators. As of 2025, the Company has established 11 annual ESG performance indicators. By striving to achieve the company's self-defined targets and deepening our commitment to sustainable business operations, we review and evaluate whether the currently established performance targets remain aligned with actual conditions at each quarterly Sustainable Development Committee meeting. Through iterative review and adjustment, we work toward the fulfillment of our self-defined goals.

Achievement Status of Ace Pillar's 2025 Self-Defined Performance Indicators

Self-Defined Performance Indicator Items	2022	2023	2024	2025	Short-Term Targets	Achievement Status	2030 Target	2050 Target
Employee Code of Conduct Training Rate	100%	100%	100%	100%	95%	✓	98%	100%
Employee Satisfaction (Full Score: 6)	Not Yet Started	4.38	4.37	4.31	4.39	✗	4.8	5.4
Customer Satisfaction	81	82	86	87	85	✓	88	90
Corporate Governance Evaluation Score	36-50%	36-50%	21-35%	21-35%	36-50%	✓	21-35%	6-20%
Disabling Injury Frequency Rate	0%	4.35%	0%	0%	8%	✓	5%	0%
Number of Public Welfare Events	0	3	3	4	3	✓	4	5
Public Welfare Hours	4	133	534	714	120	✓	240	394
Waste Recycling and Reuse	Not Yet Started	98%	98.20%	97.80%	92%	✓	97%	100%
Energy Conservation and Carbon Reduction (Water Resources)	2024 Set as Base Year		694.66 kWh	Reduced by 7.83%	1%	✓	10% less than 2024	20% less than 2024
Energy saving and carbon reduction (electricity resources)	2024 Set as Base Year		184,182 kWh	Increased by 2.80%	1%	✗	10% less than 2024	20% less than 2024
Proportion of Key Suppliers Submitting Carbon Reduction Plans	Not Yet Started	86%	80%	100%	80%	✓	>=90%	100%



Qisda Group ESG Workshop

Participants	Hours	Subtotal
3	14	42

Ministry of Economic Affairs Energy Vendor Certification

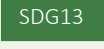
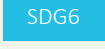
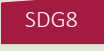


RBA Internal Audit Training Course





Sustainability Strategy Roadmap

 VISION	 MISSION		 VALUES	
Sustainable Vision	Business Philosophy	Four Major Commitments	Customized Annual Indicators	SDGs
 Environmental Sustainability Net Zero Carbon Emissions	Sincerity and Mutual Trust	Implement Corporate Governance	Annual Employee Code of Conduct Training Rate	
			Employee Satisfaction (Full Score: 6)	
			Customer Satisfaction	
			Corporate Governance Evaluation Score	
	Innovation and Change	Committed to Promoting a Sustainable Environment	Disabling Injury Rate	
			Number of Public Welfare Events	
			Public Welfare Hours	
	Recognition of Contributions	Creating the Best Work Environment	Waste Recycling and Reuse	 
		Actively Responding to Social Welfare	Energy Conservation and Carbon Reduction (Water Resources)	 
	Quality First		Actively Responding to Social Welfare	Energy saving and carbon reduction (electricity resources)
		Proportion of Key Suppliers Submitting Carbon Reduction Plans		 



Sustainable Development Committee

Ace Pillar places great importance on sustainable development. To successfully advance the vision of corporate sustainability, Luo Sheng Enterprise integrated relevant departments and established the Sustainable Development Committee in 2023, also known as the ESG Committee. The President serves as the Chairperson, with senior executives serving as committee members. The ESG Task Force is responsible for coordinating and driving cross-departmental corporate sustainable development affairs, and works alongside relevant departments to promote ESG matters. The Sustainable Development Committee convenes meetings on a quarterly basis and regularly reports the progress of sustainable development implementation to the Board of Directors on an annual basis.

Ace Pillar Sustainable Development Committee

Key Responsibilities	• Identification of material sustainability issues and formulate corresponding action plans • Tracking performance timelines of sustainability issues across all dimensions and coordinating resource integration • Engaging in communication and consultation with stakeholders • Meets at least once per quarter and reports implementation results and work plans to the Board of Directors annually
Establishment Date	2023
Current Chairperson	Chris Li President
Meeting Frequency	Once per quarter
Report to Board	Once per year

2025 Ace Pillar Sustainable Development Committee Implementation Status





Sustainable Development Committee Organizational Chart



Sustainability Progress

2023

- Establishment of the Sustainable Development Committee
- Publication of the First Sustainability Report (Chinese and English versions)
- Awarded Bronze Prize in the TCSA Sustainability Report Competition
- First greenhouse gas inventory conducted for Ace Pillar's Taiwan operations

2025

- Publication of the Third Sustainability Report (Chinese and English versions)
- First third-party verification of the Sustainability Report
- First third-party verification of greenhouse gas inventory results
- First greenhouse gas inventory awareness campaign promoted to subsidiaries

2026

Publication of the Fourth Sustainability Report (Chinese and English versions)

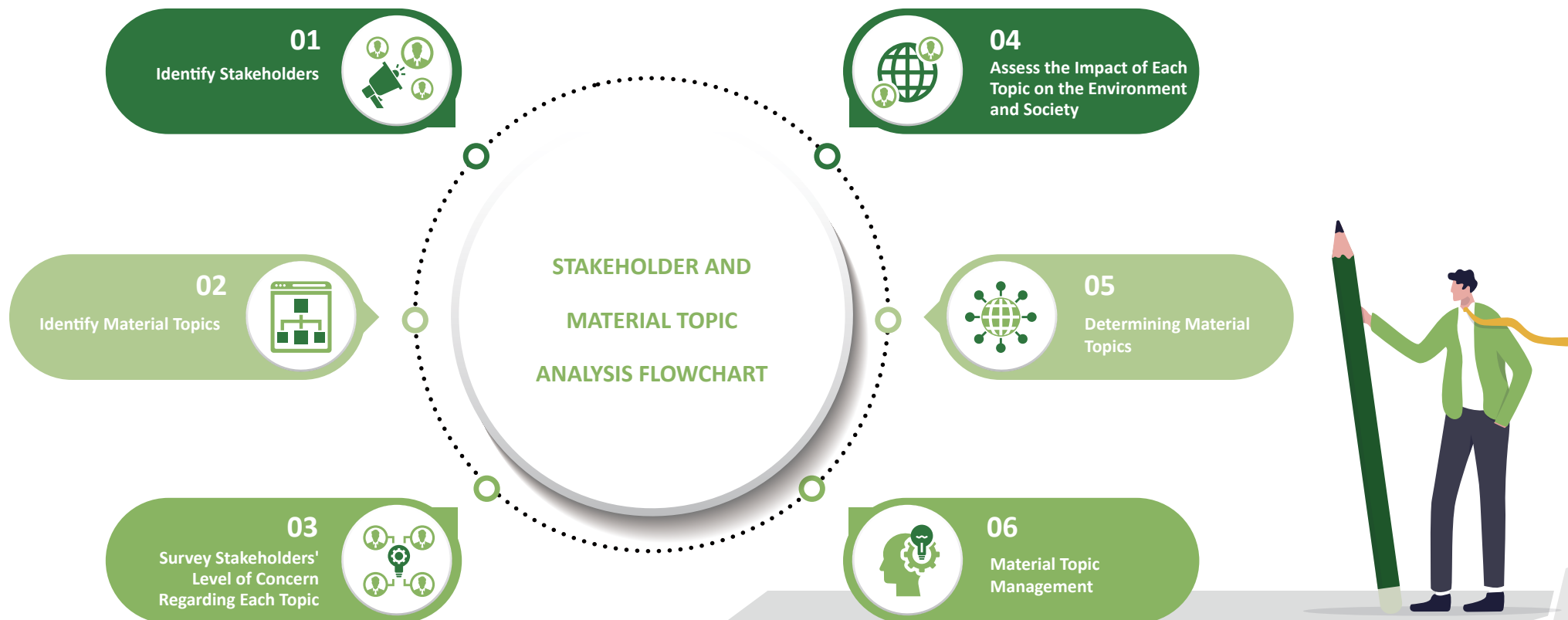
2024

Publication of the Second Sustainability Report (Chinese and English versions)



Stakeholder and Material Topic Identifications

Ace Pillar places great importance on stakeholder engagement. In order to fully understand the issues of concern to various stakeholders and to serve as an important reference for Ace Pillar's sustainability strategy and report content, the Sustainable Development Committee has comprehensively and properly implemented the procedures for stakeholder identification and material topics surveys.





Stakeholder Engagement

Identify Stakeholders

To effectively identify stakeholders, Ace Pillar adopts the five principles of "Dependency, Responsibility, Influence, Diverse Perspectives, and Tension of Concerns" from the AA1000 Stakeholder Engagement Standards (AA1000 SES, 2015) for identification purposes. The ESG Task Force of the Sustainable Development Committee distributed the "Ace Pillar 2025 Stakeholder Identification Questionnaire." A total of 24 valid questionnaires were collected. Based on the survey results, seven major categories of stakeholders were prioritized: Employees, Shareholders / Investors, Customers, Suppliers, Government Agencies, Media, and Investment Banks / Financial Institutions, which are identified as the Company's key stakeholders and primary communication targets.

Stakeholder Engagement Status

In order to understand and respond to issues of concern to stakeholders, we have established dedicated contact points and provide various communication channels, allowing stakeholders to submit feedback at any time, so that we can understand and respond to the sustainability issues they care about.



Employees

Employees are the foundation of an enterprise. Ace Pillar values the feelings of every employee, manages them in a friendly manner, trains employees, and establishes smooth communication channels, striving to retain excellent talents to enhance the Company's competitiveness.

100%

Completion of Basic Code of Conduct Training

4

Labor-management Meetings

Topics of Concern: Top three topics of concern based on the 2025 Stakeholder Questionnaire statistics

- Talent attraction and retention
- Employee Training and Development
- Employee Rights and Diversity, Equity & Inclusion

Communication Overview

- In 2025, 100% of employees completed the Code of Conduct training.
- Four labor-management meetings were held in 2025.
- In 2025, a total of 0 human rights incidents were recorded.
- In 2025, the complaint and reporting mailbox received a total of 0 complaint letters.

✉ 8374@acepillar.com.tw

Communication and Engagement Channels

Education and Training (including drills), New Employee Orientation

Irregular

HR Mailbox

Irregular

Health Examination

Once per year

Whistleblowing Mailbox

Irregular

Labor-Management Meeting

Once per quarter

Newsletter, Email, Telephone

Irregular



Shareholders / Investors

Protecting shareholders' rights and interests is one of the primary priorities valued by Ace Pillar. Regularly hold shareholders' meetings to explain the Company's operations and financial overview to shareholders, and strive for sustainable operations, allowing shareholders' interests to jointly move towards sustainability.

1

Shareholder
Meeting

2

Investor
Conference

Topics of Concern: Top three topics of concern based on the 2025 Stakeholder Questionnaire statistics

- Financial performance
- Talent attraction and retention
- Innovative Products and Services

Communication Overview

- Financial and business-related information is published on an irregular basis through announcements or press releases.
- Financial statements are published on a quarterly basis.
- In 2025, 1 shareholders' meeting was held; in 2025, 2 investor conferences were held.

Communication and Engagement Channels

Frequency

Spokesperson and Deputy Spokesperson System	Irregular
Investor Relations	Irregular
Investor Mailbox	Irregular
Official Company Website	Irregular
Shareholders' Meeting	At Least Once a Year
Institutional Investor Briefing	Irregular
Market Observation Post System (MOPS)	Irregular



Government agencies

Compliance with government agencies-established regulations is the minimum requirement for business operations. Ace Pillar ensures strict regulatory compliance in business execution through internal control mechanisms and audit measures.

NO

Major Fines

Topics of Concern: Top three topics of concern based on the 2025 Stakeholder Questionnaire statistics

- Integrity and regulatory compliance
- Occupational health and safety
- Employee Rights and Diversity, Equity & Inclusion

Communication Overview

- Spot checks, visits, correspondence, and labor inspections: No deficiencies found
- No major fines in 2025

Communication and Engagement Channels

Frequency

Spot Checks	Irregular
Visits	Irregular
Written Correspondence	Irregular
Labor Inspection	Irregular



Customers

Valuing the perceptions and feelings of every customer, the After-Sales Service Department was established with customer satisfaction improvement as the top priority, to promptly address customer needs and provide effective and accurate services.

87

Points Annual
Customer
Satisfaction

Topics of Concern: Top three topics of concern based on the 2025 Stakeholder Questionnaire statistics

- Information security and customer privacy
- Supplier Management
- Innovative Products and Services

Communication Overview

- Completed annual customer satisfaction survey
- 2025 annual customer satisfaction score: 87 points

Communication and Engagement Channels

Frequency

Customer Service Hotline

Irregular

Product Repair Hotline

Irregular

Customer Service Mailbox

Irregular

Customer Satisfaction Survey

Once per year

Phone / Email Communication

Irregular

Regular and Irregular Thematic Reports

Irregular



Suppliers

It is our responsibility to work hand in hand with suppliers to uphold environmental, human rights, and other dimensions. We actively establish a sustainable supply chain, maintain a good cooperative relationship with each other, and achieve sustainable corporate development.

39

Distributor
Meetings

6

Seminars

Topics of Concern: Top three topics of concern based on the 2025 Stakeholder Questionnaire statistics

- Supplier Management
- Information security and customer privacy
- Innovative Products and Services

Communication Overview

- A total of 39 dealer meetings were completed in 2025
- A total of 6 seminars were completed in 2025
- Participation in COMPUTEX 2025
- Workshops held on an irregular basis

Communication and Engagement Channels

Frequency

Internal Training

Irregular

Phone / Email

Irregular

Audit

Irregular

Visit

Irregular



Investment Banks / Financial Institutions

Sustainable finance issues are receiving increasing attention, and corporate performance and disclosure behaviors in ESG are drawing greater scrutiny. In the future, ESG performance and results will become one of the key factors in corporate financing. Ace Pillar hopes to demonstrate proactive efforts in ESG to the outside world and establish good communication and interaction channels with investment banks.

Topics of Concern: Top three topics of concern based on the 2025 Stakeholder Questionnaire statistics

- Integrity and regulatory compliance
- Financial performance
- Corporate Governance and Risk Management

Communication Overview

- Irregular bank visits
- Disclosure of the company's integrity management and risk management performance on the official website

Communication and Engagement Channels

Phone / Email

Irregular

Visits / Irregular

Irregular

Corporate Website / Irregular

Irregular



Media

Ace Pillar values external opinions and humbly accepts external feedback and comments. Establish relevant marketing departments to respond to media dimensions and disclose relevant information on an irregular basis.

6

Press Releases

Topics of Concern: Top three topics of concern based on the 2025 Stakeholder Questionnaire statistics

- Innovative Products and Services
- Financial performance
- Integrity and regulatory compliance

Communication Overview

- Press releases issued in 2025: 6

Communication and Engagement Channels

Email / Irregular

Irregular

Phone / Irregular

Irregular

Visit / Irregular

Irregular



Material Topic Identification Process

In order to ensure that the information disclosed in the Sustainability Report meets the needs of stakeholders, we determine material topics through five steps: "Understanding the Organizational Context," "Identifying Actual and Potential Impacts of Sustainability Topics," "Assessing the Significance of Impacts," "Prioritizing Impacts and Levels of Concern," and "Communication and Disclosure."

Understanding the Organizational Context

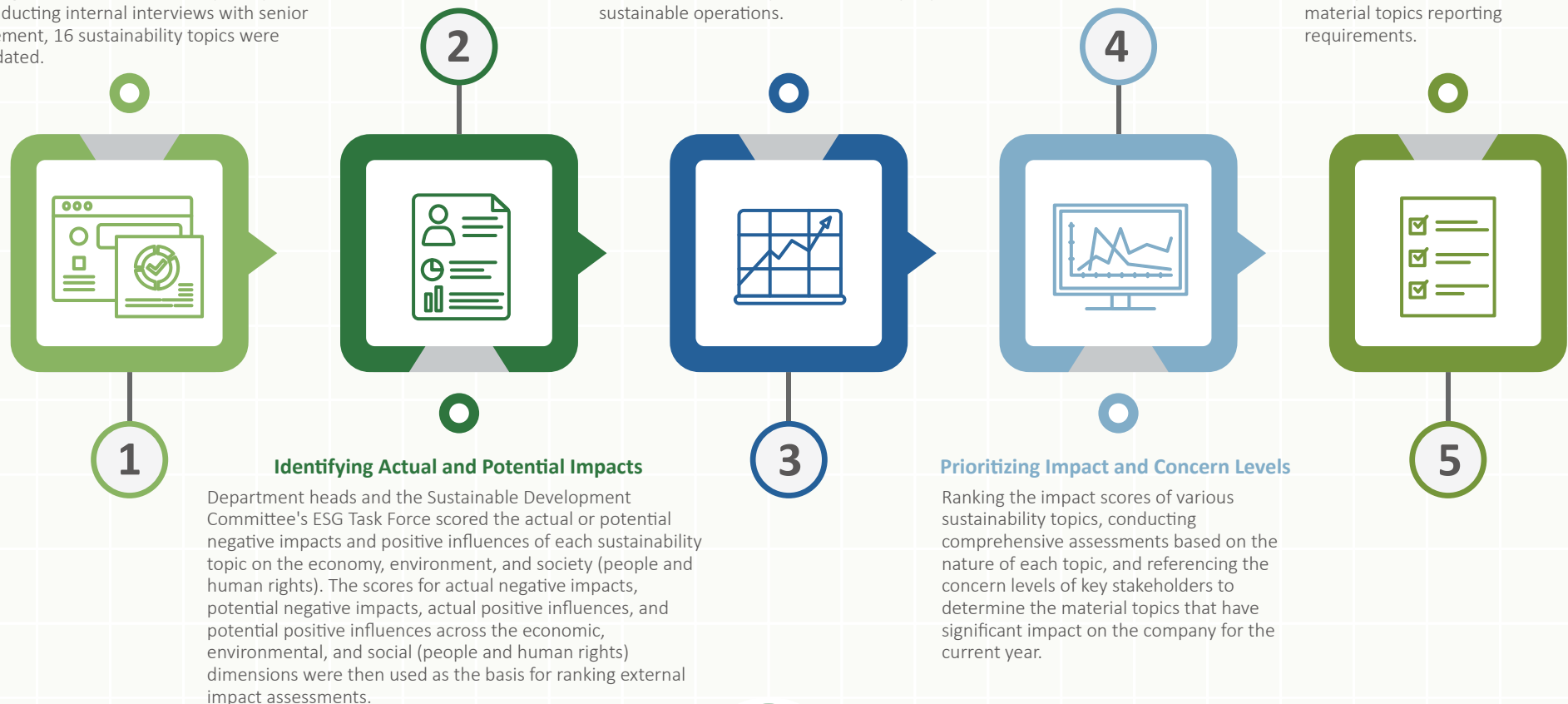
With reference to GRI Topic Standards, sector standards, SASB Standards, and the FSC's sustainability disclosure indicators, the Sustainable Development Committee's ESG Task Force, together with relevant departments, collected 30 internal and external related topics. After consulting internal and external expert opinions and conducting internal interviews with senior management, 16 sustainability topics were consolidated.

Assessing Impact Significance and Level of Concern

Stakeholder questionnaires were used to understand the sustainability topics of concern to stakeholders. Combined with the ranking results of external positive and negative impacts, company management and employees conducted a comprehensive assessment of the impact on the company's sustainable operations.

Communication and Disclosure

To be reported to the Sustainable Development Committee in August 2025 and approved by the Chairperson of the Sustainable Development Committee. Disclosing relevant management approaches in this report in accordance with GRI 3 material topics reporting requirements.





Material Topic Identification Results

Positive and Negative Impact Analysis of Sustainability Topics

Through the 'Ace Pillar ESG Sustainability Impact Topic Assessment Questionnaire,' the professional experience of department heads across various business scopes and internal management mechanisms is analyzed and explored to evaluate each sustainability topic and determine the potential degree of impact on Ace Pillar Co., Ltd. and society.

Positive Impact Rankings		
Dimension	Sustainability Topic	Total Score
G	Financial performance	17.35
S	Occupational health and safety	16.83
G	Integrity and regulatory compliance	16.29
S	Talent attraction and retention	16.16
G	Corporate Governance and Risk Management	16.15
S	Employee Education and Training	15.83
G	Information security and customer privacy	15.82
G	Innovative Products and Services	15.50
E	Energy and greenhouse gas management	13.87
G	Supplier Management	13.59
S	Employee Rights and Diversity & Equality	12.99
E	Climate Mitigation and Adaptation	12.23
E	Water Resource Management	10.41
E	Waste Management	10.41
E	Ecological Conservation and Biodiversity	10.29
S	Social Engagement	10.14

Negative Impact Rankings		
Dimension	Sustainability Topic	Total Score
S	Talent attraction and retention	16.41
G	Information security and customer privacy	15.08
S	Occupational health and safety	14.18
S	Employee Education and Training	13.59
G	Innovative Products and Services	12.97
G	Financial performance	12.92
G	Integrity and regulatory compliance	12.19
G	Corporate Governance and Risk Management	12.01
G	Supplier Management	11.08
E	Climate Mitigation and Adaptation	10.81
S	Employee Rights and Diversity & Equality	10.35
E	Energy and greenhouse gas management	10.29
E	Ecological Conservation and Biodiversity	8.82
E	Waste Management	8.71
S	Social Engagement	7.52
E	Water Resource Management	7.43

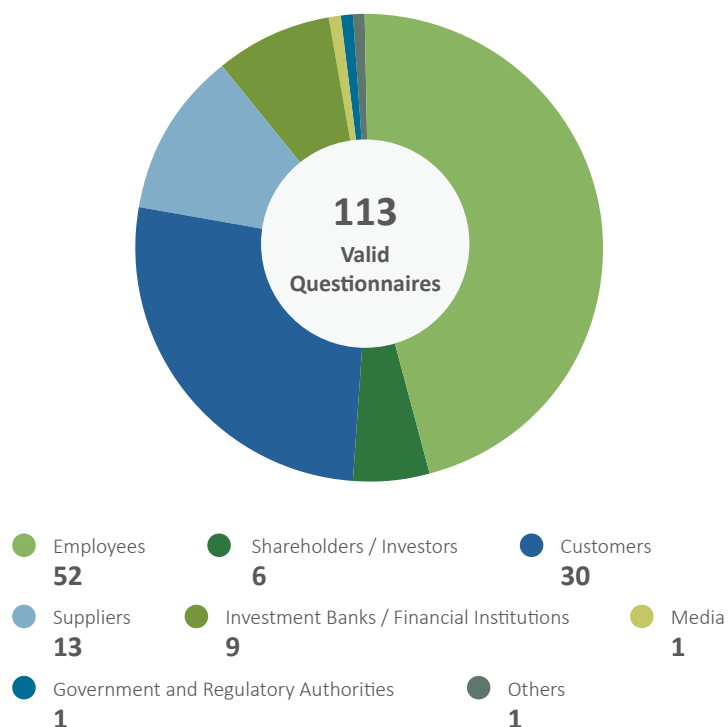




Degree of Stakeholder Concern on Each Issue

Ace Pillar places great importance on feedback from all stakeholders. Through the "2025 Luo Sheng Enterprise Stakeholder Questionnaire" on the official website, the company identifies the issues of concern among various stakeholder groups to ensure the objectivity and accuracy of the overall analysis results. The outcomes of this engagement will also serve as a reference for Ace Pillar Enterprise's future improvements or the addition of different engagement and communication channels, with the aim of responding to stakeholders' voices and opinions in a timely manner. A total of 113 questionnaires were collected in this survey (52 internal and 61 external).

Valid Questionnaire Collection Results



Ranking of Stakeholder Concern Level for Each Issue

Dimension	Sustainability Topic	Average Concern Score
Governance	1-5. Information security and customer privacy	4.22
Governance	1-4. Innovative Products and Services	4.19
Governance	1-3. Integrity and regulatory compliance	4.15
Governance	1-6. Supplier Management	4.13
Social	3-1. Talent attraction and retention	4.11
Social	3-3. Employee Training and Development	4.09
Governance	1-2 Financial performance	4.08
Social	3-4. Occupational health and safety	4.08
Social	3-2. Employee Rights and Diversity & Equality	4.03
Governance	1-1. Corporate Governance and Risk Management	3.85
Environment	2-1. Climate Mitigation and Adaptation	3.85
Social	3-5. Social Engagement	3.83
Environment	2-2. Energy and greenhouse gas management	3.82
Environment	2-5. Ecological Conservation and Biodiversity	3.78
Environment	2-3. Water Resource Management	3.74
Environment	2-4. Waste Management	3.73



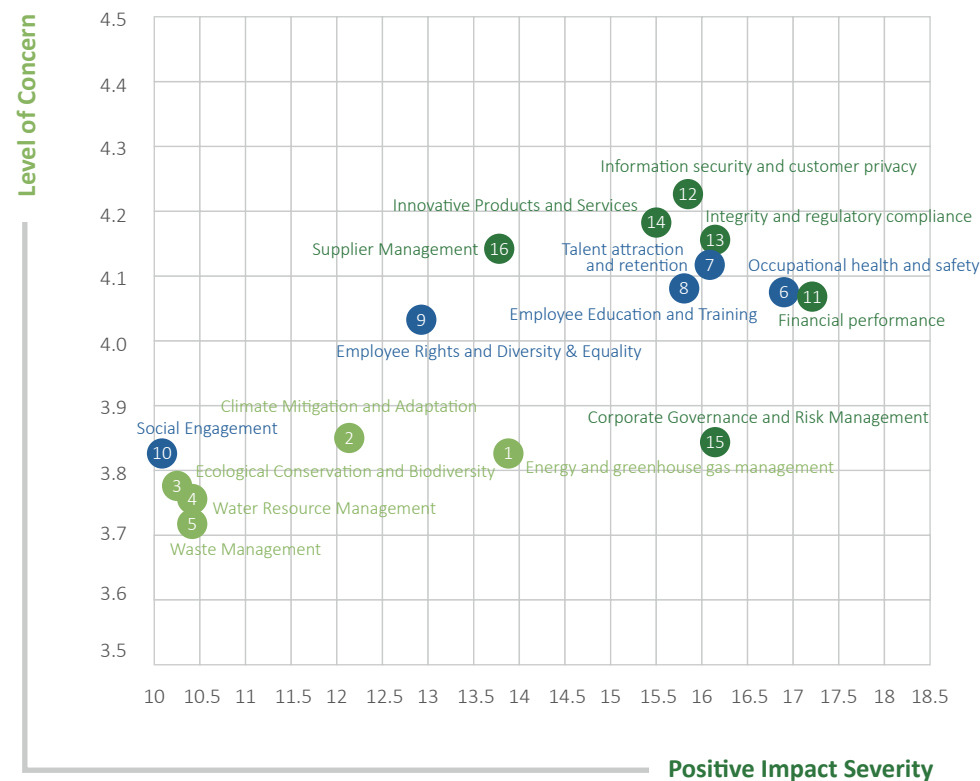
Determination of Material Topics

Materiality Distribution Matrix

Based on the results of the above two questionnaire surveys, the ESG Task Force synthesized the "degree of stakeholder concern for each issue" (Y-axis) and the "positive and negative impact of each issue on the environment and society" (X-axis) to summarize the distribution of each material issue as shown in the figure below. After consulting internal and external experts and conducting internal interviews with senior executives, topics with a combined score of 66 or above

(calculated by multiplying 'level of concern' by 'degree of positive and negative impact') were selected, resulting in 5 material topics for this year. Due to the lack of environmental dimension topics in the identification results, and in order to comprehensively consider all three ESG dimensions, the Sustainability Committee and internal/external experts discussed and evaluated the addition of one environmental material topic — 'Energy and Greenhouse Gas Management' — bringing the total number of material topics for 2025 to 6.

Positive Impact and Level of Concern					
Code	Dimension	Topic	Average Concern Score	Average Assessment of Positive Impact	Multiplied Score
1	Environment	Energy and greenhouse gas management	3.82	13.87	53.03
2	Environment	Climate Mitigation and Adaptation	3.85	12.23	47.10
3	Environment	Ecological Conservation and Biodiversity	3.78	10.29	38.87
4	Environment	Water Resource Management	3.74	10.41	38.95
5	Environment	Waste Management	3.73	10.41	38.86
6	Social	Occupational health and safety	4.08	16.83	68.67
7	Social	Talent attraction and retention	4.11	16.16	66.37
8	Social	Employee Education and Training	4.09	15.83	64.73
9	Social	Employee Rights and Diversity & Equality	4.03	12.99	52.30
10	Social	Social Engagement	3.83	10.14	38.85
11	Governance	Financial performance	4.08	17.35	70.80
12	Governance	Information security and customer privacy	4.22	15.82	66.79
13	Governance	Integrity and regulatory compliance	4.15	16.29	67.62
14	Governance	Innovative Products and Services	4.19	15.50	65.03
15	Governance	Corporate Governance and Risk Management	3.85	16.15	62.15
16	Governance	Supplier Management	4.13	13.59	56.18





About This Report

Review and Outlook on Operational Sustainability

ESG Goals and Performance

Sustainability Strategy Roadmap

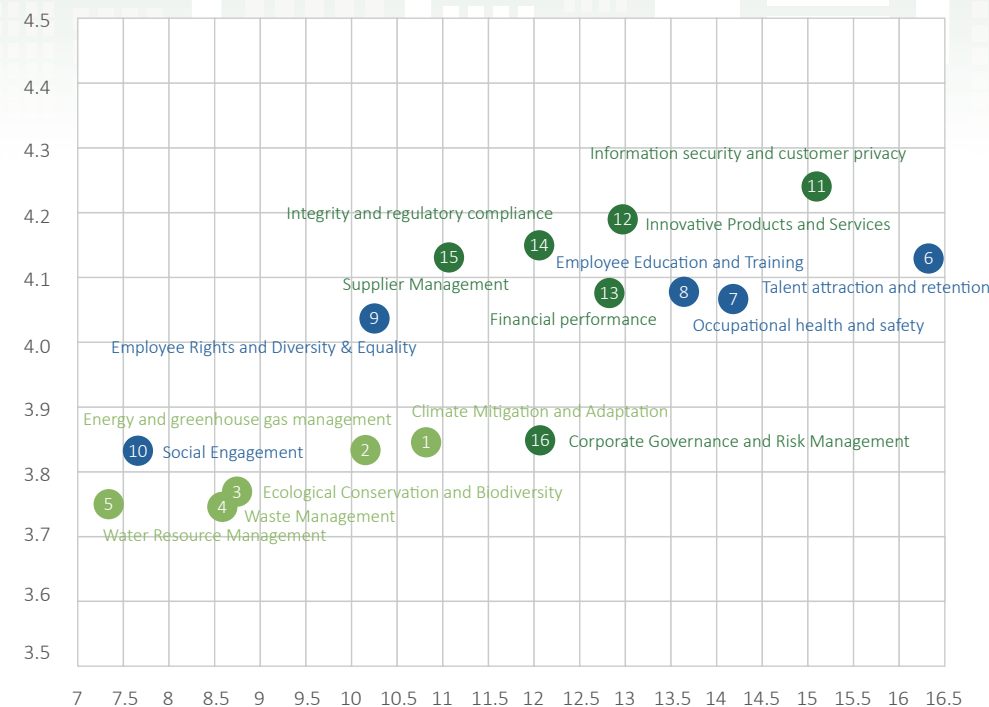
Sustainable Development Committee

Stakeholder and Material Topic Identifications

Negative Impact and Level of Concern

Code	Dimension	Topic	Average Concern Score	Average Assessment of Positive Impact	Multiplied Score
1	Environment	Climate Mitigation and Adaptation	3.85	10.81	41.60
2	Environment	Energy and greenhouse gas management	3.82	10.29	39.33
3	Environment	Ecological Conservation and Biodiversity	3.78	8.82	33.34
4	Environment	Waste Management	3.73	8.71	32.52
5	Environment	Water Resource Management	3.74	7.43	27.80
6	Social	Talent attraction and retention	4.11	16.41	67.37
7	Social	Occupational health and safety	4.08	14.18	57.87
8	Social	Employee Education and Training	4.09	13.59	55.55
9	Social	Employee Rights and Diversity & Equality	4.03	10.35	41.69
10	Social	Social Engagement	3.83	7.52	28.81
11	Governance	Information security and customer privacy	4.22	15.08	63.66
12	Governance	Innovative Products and Services	4.19	12.97	54.40
13	Governance	Financial performance	4.08	12.92	52.70
14	Governance	Integrity and regulatory compliance	4.15	12.19	50.58
15	Governance	Supplier Management	4.13	11.08	45.80
16	Governance	Corporate Governance and Risk Management	3.85	12.01	46.22

Level of Concern



Negative Impact Severity



Annual Trend Comparison of Material Topics

The 2025 Ace Pillar material topics include: Energy and Greenhouse Gas Management, Talent Attraction and Retention, Employee Rights and Diversity & Inclusion, Occupational Health and Safety, Financial Performance, Integrity and Regulatory Compliance, and Information Security and Customer Privacy, totaling 6 material topics.

Dimension	Material Topics	2024 Material Topics	2025 Material Topics	Remarks
E	Energy and greenhouse gas management	✓	✓	
S	Talent attraction and retention	✓	✓	
S	Employee Rights and Diversity & Equality	✓		Removed this year
S	Occupational health and safety	✓	✓	
G	Financial performance	✓	✓	
G	Integrity and regulatory compliance		✓	Newly added this year
G	Information security and customer privacy	✓	✓	





Material Topic Management Policy

The Company formulates corresponding policies and management actions based on the impact nature of each material topic. Dedicated units are responsible for tracking the effectiveness of policy and strategy implementation, and set indicator targets with regular reviews of target achievement rates. The following describes the management measures for each material topic:

	 Energy and greenhouse gas management GRI 302 / 305	 Talent attraction and retention GRI 401 / 402 / 404
Significance to Ace Pillar	Plans and measures for reducing energy consumption and carbon emissions.	Create competitive remuneration and benefits policies and talent development policies, and cultivate professional talent to attract and retain talent.
Actual Positive Impact	By effectively controlling energy expenditures and lowering operating costs, companies can also enhance their corporate image.	Through diversified education and training, various benefits, and talent development policies, companies can attract and retain outstanding talent.
Potential Positive Impact	This helps foster an energy-saving culture among employees, subtly reducing company operating costs; increased customer goodwill enhances corporate image and creates more business opportunities.	Improving employees' skills and professional knowledge can enhance production efficiency and quality, strengthening the company's competitiveness.
Actual Negative Impact	When the government imposes carbon taxes in response to regulations, higher fees are charged, increasing operating costs.	Lack of career learning and development opportunities, and uncompetitive remuneration and benefits, leading to talent loss. A lack of sufficient education and training directly impacts customer satisfaction.
Potential Negative Impact	As customers strive to meet carbon footprint targets within the supply chain, business cooperation opportunities may be lost as a result.	Without comprehensive education and training, employees are unable to acquire the knowledge and skills required and needed for improvement in their work, which may result in an inability to provide customers with satisfactory service.
Preventive / Remedial Measures	- Regularly convene the Risk Management Committee (RMC) - The company sets its own annual energy-saving and carbon-reduction performance indicators.	- Hold regular monthly HR meetings. - Conduct regular employee satisfaction surveys. - Regularly convene the Risk Management Committee (RMC)
Short-term Goal (2025)	15% reduction in Category 1 and Category 2 emissions by 2026, totaling a reduction of 13.10 metric tons of CO ₂ equivalent (CO ₂ e).	Average training hours per employee reached five hours
Mid-term Goal (2030)	Achieve a 45% reduction in Scope 1 and Scope 2 carbon emissions by 2030.	- Through comprehensive education and training, cultivate outstanding employees by acquiring the knowledge and skills required for their roles, obtaining relevant certifications, and completing refresher training. - Optimize the talent pipeline and recruitment channel processes.
Long-term Goal (2050)	Achieve net-zero carbon emissions by 2050.	Through comprehensive education and training, cultivate outstanding employees and establish a succession plan for key positions.

**Occupational health and safety**

GRI 403

Significance to Ace Pillar

Occupational health and safety is one of the core competencies for sustainable business operations, as employees are the most important assets of a company, and the implementation of occupational health and safety directly affects the stability of human resources.

Actual Positive Impact

Continuously promoting the occupational safety and health system, implementing a safe working environment, and protecting employee health.

Potential Positive Impact

Implementing occupational safety policies, reducing occupational accidents and workplace environmental damage, and improving the overall quality of the work environment.

Actual Negative Impact

If an occupational accident occurs, it will cause physical and psychological harm to employees.

Potential Negative Impact

If occupational health and safety targets cannot be achieved, the company may face operational burdens such as government fines or litigation.

Preventive / Remedial Measures

- Regularly convene the Risk Management Committee (RMC)
- Regularly participate in Group RM Risk Management Committee meetings to acquire new knowledge

Short-term Goal (2025)

Zero occupational accidents by 2025

Mid-term Goal (2030)

Zero occupational accidents by 2035

Long-term Goal (2050)

Zero occupational accidents by 2050

**Information security and customer privacy**

GRI 418

Information security and risk control management systems, and management measures adopted for customer confidentiality (e.g., customer confidential data).

Increased customer and employee satisfaction.

Increasing customer confidence, potentially generating more business opportunities.

Declining performance, customers unwilling to cooperate, government fines, increased operating costs, and damage to corporate image.

Lack of privacy protection causes customers to lose confidence, resulting in transaction barriers.

- Regularly convene the Risk Management Committee (RMC)
- Regularly promote and conduct information security drills

Establish and implement an information security governance framework:

- Focus: Strengthen employee information security awareness, establish foundational architecture and systems, and achieve preliminary protection and compliance.
- Target: 100% of employees complete preliminary security awareness training and testing; social engineering drill success rate reaches 98% or above.

Deepen information security resilience and automation capabilities, integrated with business operations:

- Focus: Response capability and recovery time when facing large-scale security incidents (such as ransomware, data breaches, etc.).
- Target: Achieve full recovery within 24 hours after an incident occurs and minimize losses.

Achieve sustainable information security and intelligent information security:

- Focus: Promote the integration of information security and sustainable development under the ESG framework, with information security embedded as corporate culture.
- Target: Incorporate security-by-design into all operational processes and establish an AI-driven information security threat detection and response mechanism.



Significance to Ace Pillar

Actual Positive Impact

Potential Positive Impact

Actual Negative Impact

Potential Negative Impact

Preventive / Remedial Measures

Short-term Goal (2025)

Mid-term Goal (2030)

Long-term Goal (2050)



Financial performance

GRI 201

Solid financial performance is the driving force behind the pursuit of sustainability. While pursuing profitability, we continue to invest in environmental and social transformation to ensure the long-term operational resilience of the company.

Through sound and profitable operations, the company substantially distributes economic value to stakeholders, including providing competitive employee salaries and benefits, driving supply chain growth, and supporting public infrastructure and social development through lawful tax contributions.

As financial capital continues to accumulate, the Company plans to increase capital expenditures in green research and development and low-carbon equipment, transforming financial performance into a driving force for environmental transition, thereby creating a more resilient and sustainable business model.

In order to sustain operational growth, the company must invest in corresponding operating costs and tax-related fees. These actual expenditures directly reduce the net profit available for distribution and exert negative pressure on overall profitability.

In order to sustain operational growth, the company must invest in corresponding operating costs and tax-related fees. These actual expenditures directly reduce the net profit available for distribution and exert negative pressure on overall profitability.

- Regularly convene the Risk Management Committee (RMC)
- Participate in external education and training on an irregular basis to absorb new knowledge

Customer satisfaction score of 85; proportion of key suppliers submitting carbon reduction plans at 80%

Customer satisfaction score of 88; proportion of key suppliers submitting carbon reduction plans at ≥90%

Customer satisfaction score of 90; proportion of key suppliers submitting carbon reduction plans at 100%



Integrity Management and Regulatory Compliance

GRI 2 General Disclosures 2021 / 205

Integrity management and regulatory compliance are the cornerstones of sustainable business operations. The core lies in establishing a transparent and fair corporate culture, which can also enhance corporate reputation, reduce legal risks and penalties, and ensure that all business activities are conducted in a lawful and compliant manner.

Integrity in business operations and regulatory compliance help establish a good corporate social image, earning the trust of customers, investors, and employees. Complying with laws and regulations helps avoid legal disputes, fines, and other legal costs arising from non-compliant behavior.

Integrity in business operations and regulatory compliance help establish a fair and transparent market environment, motivating enterprises to innovate and enhancing the competitiveness of products and services. Enterprises with a strong track record of integrity and legal compliance are better positioned to attract investors and secure greater financial support.

Failure to operate with integrity or violation of regulations may lead to legal disputes and substantial fines. A lack of integrity or non-compliant behavior may damage the company's reputation, affect its corporate image and brand value, and force business operations to be interrupted.

In order to comply with regulations and fulfill social responsibilities, enterprises may need to invest more resources, which could increase their financial burden. If there are issues with the corporate governance structure, it may lead to gaps in integrity and regulatory compliance, creating potential risks.

- Regularly convene the Risk Management Committee (RMC)
- Conduct regular employee regulatory compliance education and training

Regularly hold integrity policy advocacy activities and training courses to enhance employees' awareness of integrity and standards of conduct, with a training completion rate of 100% required.

Follow Group requirements annually to ensure the completion rate of integrity-related courses reaches 100%, regularly review the effectiveness of the integrity management policy, and incorporate integrity into the reward and disciplinary system.

Ensure that all company operational activities comply with relevant laws and regulations, and regularly review and update the Internal Control System. In the future, establish an intelligent compliance system to achieve real-time risk early warning.



Integrity and Self-Discipline

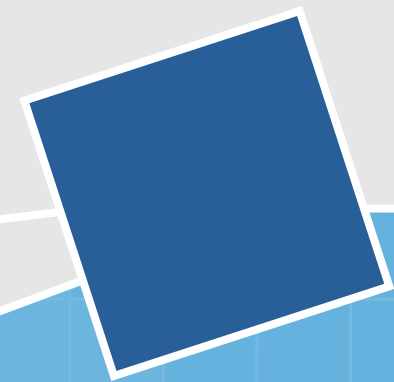
1-1 Corporate Governance

1-2 Financial Performance

1-3 Implementing Ethical Business Conduct and Legal Compliance

1-4 Risk Management

1-5 Information Security





1-1 Corporate Governance

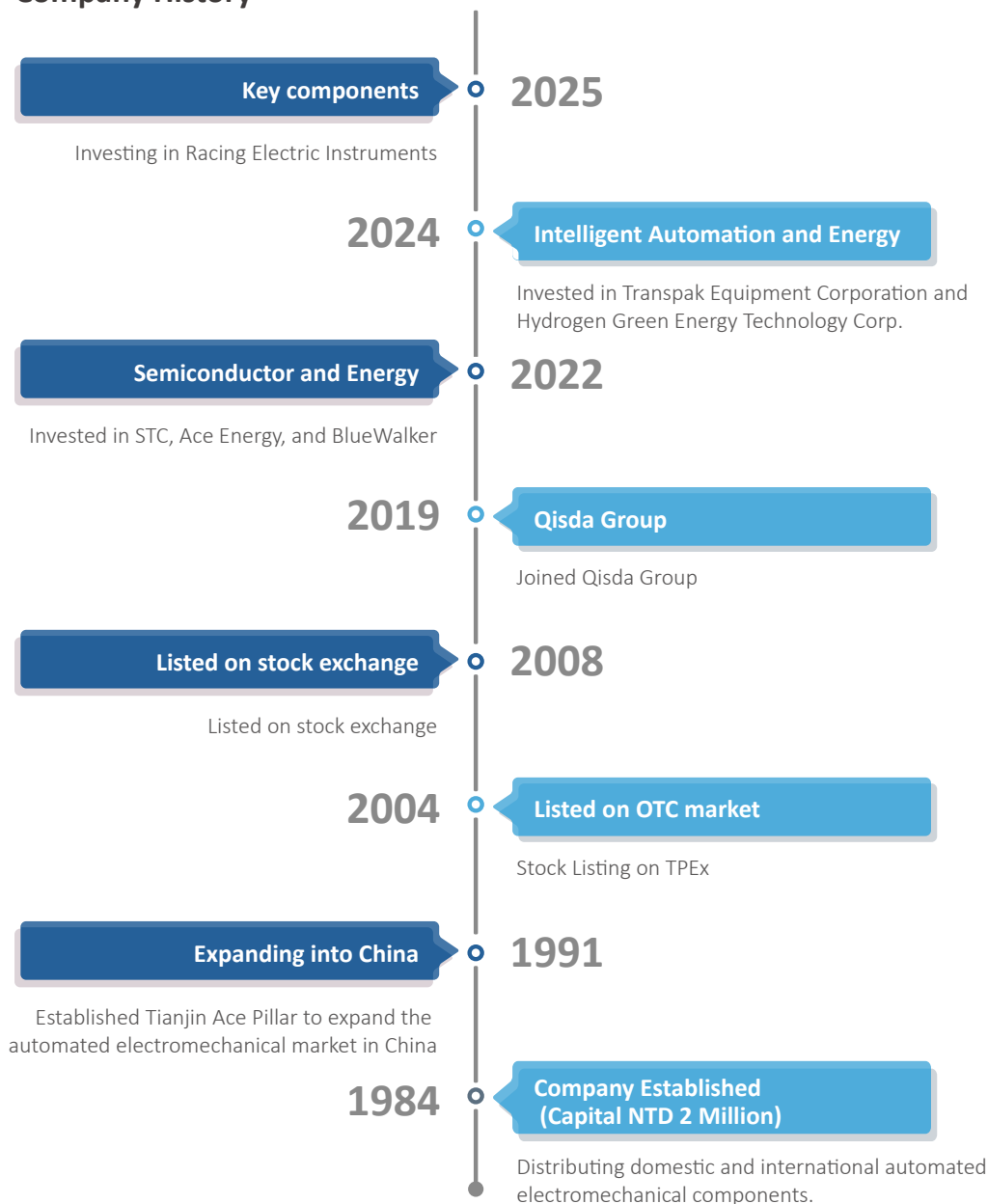
Ace Pillar is committed to protecting shareholders' rights and interests, and follows the Corporate Governance 3.0 Sustainable Development Blueprint promulgated by the Financial Supervisory Commission to continuously enhance the Company's sustainable development. The Company's Board of Directors is the highest governance and decision-making unit. To strengthen corporate governance, the Remuneration Committee and Audit Committee were established in 2011 and 2019 respectively to assist the operation and functions of the Board of Directors. The members of both committees are all independent directors.

In addition, following regulations, a corporate governance officer is appointed, with main duties including handling matters related to Board of Directors and shareholders' meetings in accordance with the law, preparing minutes of Board of Directors and shareholders' meetings, assisting directors in taking office and continuing education. Further duties include providing information required by directors to carry out their own duties, assisting directors in complying with laws and regulations, and other matters stipulated in the Company's Articles of Incorporation or contracts.

Company Profile

Company Name	Ace Pillar Co., Ltd.
Company Type	Listed Company
Date of Establishment	Saturday, March 31, 1984
Headquarters Location	12F., No. 558, Zhongyuan Rd., Xinzhuang Dist., New Taipei City
Industry Category	Automatic Control Equipment and Engineering Industry
Main Products and Services	Smart Manufacturing Integration and Green Energy Planning Solutions. For details on Ace Pillar's products and related applications, please visit the official website .
Paid-in Capital	NTD 1.123 Billion
Net Sales	NTD 4.442 Billion
Number of Employees	111

Company History



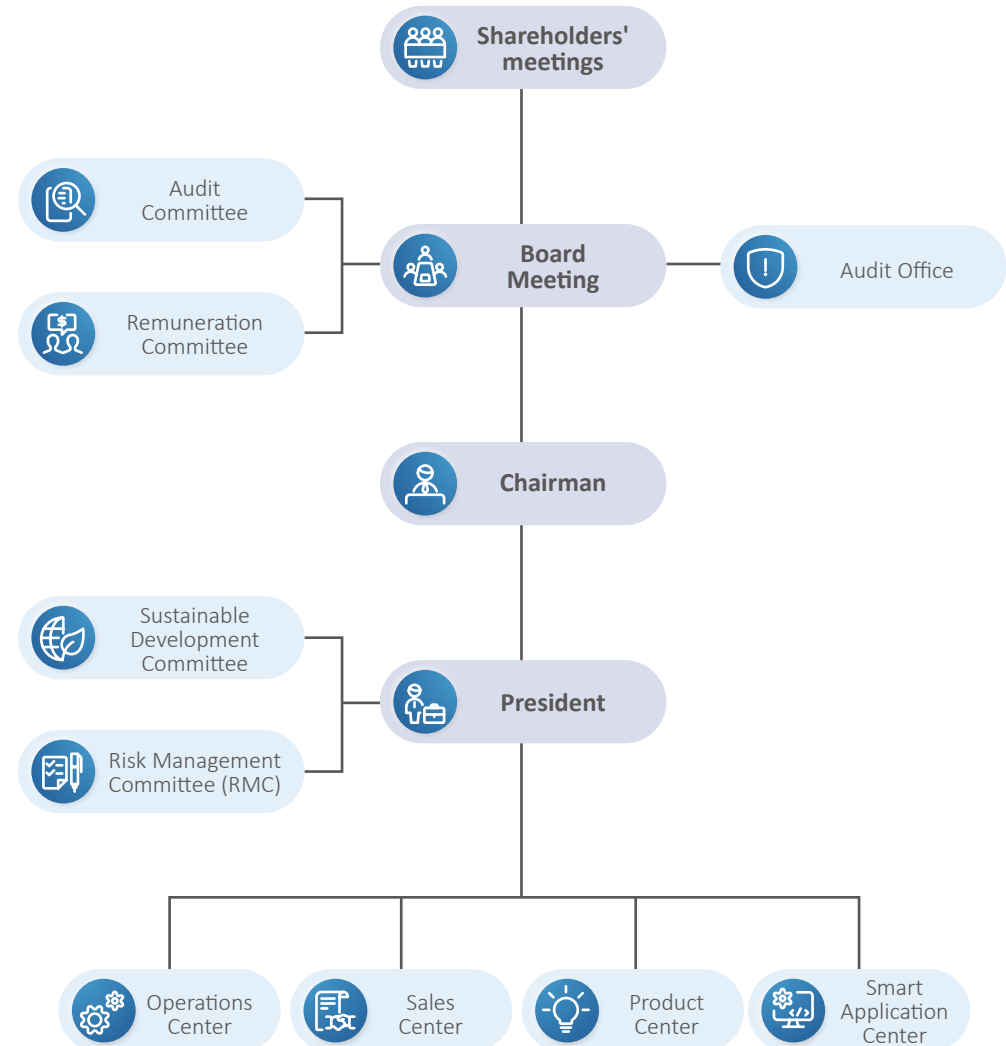


Participation in Public / Industry Associations

Guild / Association	Membership Level	Key Position
Taiwan Machine Tool & Accessory Builders' Association (TMBA)	Associate Member	Member
Taiwan Electrical and Electronic Manufacturers' Association (TEEMA)	Full Member	Member
Taiwan Automation Intelligence and Robotics Association (TAIROA)	Secondary Member	Member
Taiwan Electrical and Electronic Manufacturers' Association	Industry Member	Director ESG Committee Chairperson



Corporate Governance Organizational Structure





Board of Directors Structure

In accordance with the Procedures for Election of Directors, the Company will hold the Annual General Meeting of Shareholders on May 23, 2025, to elect the 14th Board of Directors (including Independent Directors), with a term of 3 years. The current Board of Directors is composed of six directors and three independent directors. Matters related to the Board of Directors are handled in accordance with the Rules of Procedure for Board of Directors Meetings. Meetings are held at least once a quarter, and a total of 5 meetings were held in 2025 with an attendance rate of 97.78%.

Board of Directors Selection Process

The Board of Directors of Ace Pillar is the highest governance and decision-making body. In accordance with applicable laws and the Articles of Incorporation, its members are elected by all shareholders at the General Meeting of Shareholders through voting pursuant to the Procedures for Election of Directors, with a term of three years. The current Board consists of nine directors (including 3 independent directors). The committees under the Board are formed through nomination and selection by Board resolution according to their organizational

regulations. The independent directors meet the requirements for professional qualifications, work experience, restrictions on concurrent positions, and independence as stipulated in the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies. The Chairman is elected by the directors, and all directors have more than five years of relevant work experience in business, legal affairs, finance, accounting or other areas required by the Company.

Name	Title	Gender	Age	Years of Service as Independent Director		Professional Background and Competencies						Employee Status
				6-9 years	9-12 years	Business Management	Leadership and Decision-Making	Industry Knowledge	Information Technology	Finance	International Markets	
Wen-Hsing Tseng	Chairman	Male	51 ~ 60			✓	✓	✓	✓		✓	
Chris Li	Director	Male	51 ~ 60			✓	✓	✓	✓		✓	✓
Chih-Chien Lin	Director	Male	71 ~ 80			✓	✓	✓			✓	✓
Chih-Ying Tien	Director	Female	51 ~ 60			✓	✓	✓		✓	✓	
Milly Huang	Director	Female	51 ~ 60			✓	✓	✓		✓	✓	
Hwei-Ling Yang	Director	Female	61 ~ 70			✓	✓	✓		✓	✓	
Frank Lee	Independent Director	Male	71 ~ 80		✓	✓	✓	✓	✓		✓	
Nick Yeh	Independent Director	Male	71 ~ 80	✓		✓	✓	✓		✓	✓	
Joseph Yang	Independent Director	Male	71 ~ 80	✓		✓	✓	✓			✓	



Conflict of Interest Management

According to Article 208, Paragraph 3 of the Company Act, the Chairman of Ace Pillar's Board of Directors is Mr. Wen-Hsing Tseng. During the discussion and voting of proposals at board meetings, if directors have personal interests in the matter that may potentially harm the Company's interests, they shall recuse themselves from discussion and voting in accordance with Article 206, Paragraph 2 and Article 178 of the Company Act regarding conflict of interest. When necessary, the Chairman will designate another director to chair the meeting. If any conflict of interest situations occur during board meetings in the current year, they will be disclosed in the corporate governance chapter of the Company's annual report as required by law. The Company has also disclosed the directorships held by Board members at other companies in the Annual Report to Shareholders, and regularly discloses information to stakeholders to ensure transparency of information.

Diversity and Expertise of Board Members

All members of Ace Pillar's Board of Directors complete a minimum of 6 hours of continuing education per person per year in accordance with the Directions for the Implementation of Continuing Education for Directors and Supervisors of TWSE Listed and TPEX Listed Companies. In 2025, the average number of continuing education hours for board members reached 6 hours, covering topics such as sustainability standards, net-zero carbon emissions, AI development, corporate governance, and sustainable business operations.

Among the current Board of Directors members, two are employees of the Company, accounting for 22.22%; three are female directors, with female directors accounting for 33.33%. This meets the Company's diversity policy and specific management goals: (1) directors concurrently serving as company managers not exceeding one-third of the director seats and (2) the Board of Directors must include at least one female director.

For details on continuing education, please refer to the [Market Observation Post System \(MOPS\)](#) (Company Code: 8374).

Board Meeting Date	Director Name	Agenda Item	Reason for Conflict of Interest Avoidance	Voting Participation
2025/2/24	Chairman Wen-Hsing Tseng, Directors Chris Li, Chih-Chien Lin, Chih-Ying Tien, Milly Huang, Hwei-Ling Yang, and Independent Directors Nick Yeh, Frank Lee, Joseph Yang	Proposal to Approve Nominations of Director and Independent Director Candidates	Being a nominated director or a representative of a nominated juridical person director	Recuse from discussions and voting one by one
		Proposal to Exempt Newly Elected Directors and Their Representatives from Non-Competition Restrictions	Being a director subject to the exemption from non-competition restrictions or a representative of a juridical person director subject to the exemption from non-competition restrictions	Recuse from discussions and voting one by one
	Director Chris Li	Proposal for Distribution of Senior Executives' Employee Remuneration for 2024	Serving as a managerial officer of the Company	Do not participate in discussions and voting
	Director Chris Li	Proposal for Senior Executives' Compensation Benchmarks for 2025	Serving as a managerial officer of the Company	Do not participate in discussions and voting
	Director Chris Li	Proposal for Senior Executives' Bonus and Salary Adjustment Policy for 2025	Serving as a managerial officer of the Company	Do not participate in discussions and voting
2025/5/5	Director Chris Li	Proposal to lend funds of RMB 20 million to the 100%-owned subsidiary Tianjin Ace Pillar Co., Ltd.	Serving as Chairman of Tianjin Ace Pillar	Do not participate in discussions and voting
	Director Chris Li	Proposal to link senior executive remuneration to ESG performance	Serving as a managerial officer of the Company	Do not participate in discussions and voting
2025/8/1	Director Chris Li	Proposal to lend funds of RMB 20 million to the 100%-owned subsidiary Tianjin Ace Pillar Co., Ltd.	Serving as Chairman of Tianjin Ace Pillar	Do not participate in discussions and voting
2025/11/3	Director Chris Li	Proposal to lend funds of RMB 20 million to the 100%-owned subsidiary Tianjin Ace Pillar Co., Ltd.	Serving as Chairman of Tianjin Ace Pillar	Do not participate in discussions and voting



Board of Directors Performance Evaluation

Ace Pillar established the Board of Directors Performance Evaluation Measures in August 2016 and revised them in November 2020. Internal self-evaluations of the Board of Directors, board members, and functional committees are conducted on an annual basis, and an external evaluation is performed once every three years by an independent external professional institution or external expert team. The Company completed the self-evaluation for the current year at the end of 2025. The evaluation results of the Board of Directors and the two functional committees were all "Excellent", which is sufficient to show that the functions and operational

efficiency of the Company's Board of Directors and functional committees are sound. The evaluation results have been reported to the Board of Directors in March 2026.

In September 2025, the Company commissioned the Taiwan Corporate Governance Association to evaluate the effectiveness of the Board of Directors. In addition to a document review of the Company's evaluation indicators and related documents, interviews were conducted on January 22, 2026, with interviewees including the Chairman, conveners of functional committees, President, Corporate Governance Officer, and Audit Supervisor. The Association issued a Board of Directors performance evaluation report on February 5, 2026, evaluating eight major aspects including the composition, guidance, authorization, supervision, communication, internal control and risk management, and self-discipline of the Board of Directors. The evaluation results were reported to the Board of Directors in March 2026.

(1) Overall Summary

- The professional backgrounds and practical experience of board members span diverse fields. The composition of the Board balances equity structure and professional diversity, with independent directors and female directors each accounting for at least one-third of the seats, thereby strengthening the Board's supervisory function and decision-making quality.
- The Board performance evaluation is conducted by an external professional independent institution. Through the independent and objective review of a third party, the Board's operations are continuously improved, demonstrating the Board's emphasis on and positive attitude toward implementing the corporate governance system and continuously enhancing governance effectiveness.

(2) Based on the recommendations of the Taiwan Corporate Governance Association, the Company will proactively plan the tenure and diverse composition of independent directors prior to the next Board election, and will elevate the governance level of sustainability and risk management while strengthening the Audit Committee's supervisory role over internal auditing.

Self-Evaluation	Dimension	Evaluation Indicators	Score	Result
 Board of Directors and Board Members	• Grasp of the Company's goals and tasks • Degree of participation in the Company's operations • Internal Relationship Management and Communication • Enhancing the Quality of Board Decision-Making • Board Composition and Structure • Directors' Awareness of Responsibilities • Directors' Election, Expertise, and Continuing Education • Internal Control	50 Items	99.4 Points	Excellent
 Audit Committee	• Degree of participation in the Company's operations • Audit Committee Members' Awareness of Responsibilities • Enhancing the Quality of Audit Committee Decision-Making • Audit Committee Composition and Member Election • Internal Control	20 Items	99.0 Points	Excellent
 Remuneration Committee	• Degree of participation in the Company's operations • Remuneration Committee Members' Awareness of Responsibilities • Enhancing the Quality of Remuneration Committee Decision-Making • Remuneration Committee Composition and Member Election	16 Items	99.6 Points	Excellent

Note A score of 90 or above is rated "Excellent"; 80 or above but below 90 is rated "Good"; 70 or above but below 80 is rated "Standard"; below 70 is rated "Needs Improvement".



Functional Committees

Functional Committees	Primary Responsibilities	Members	2025 Meeting Overview
 Audit Committee	The Company established an Audit Committee in 2019, which is composed of all independent directors in accordance with legal requirements. The Audit Committee mainly plays a supervisory role, prudently reviewing the Company's and Board of Directors' execution of business. The key focus areas of the Audit Committee are: 1. Formulation or amendment of the Internal Control System and assessment of its effectiveness. 2. Reviewing the appropriate presentation of the Company's financial statements. 3. Supervising the Company's compliance with relevant laws and regulations and the control of existing or potential risks. The Company's internal audit reports to the Audit Committee quarterly, and the accountants, risk management, and finance and accounting units report to the Audit Committee from time to time, inquiring about internal audit results, the latest financial statement audit situation, financial and business overview and other information. This enables the Audit Committee to also assist investors in ensuring the Company's credibility in corporate governance and information transparency to protect shareholders' rights and interests.	3 Independent Directors	Number of Meetings: 4 times Attendance Rate: 100%
 Remuneration Committee	The Company established a Remuneration Committee in 2011, which exercises relevant powers faithfully in accordance with the law with the care of a good administrator, and submits the proposed recommendations to the Board of Directors for discussion. The main function of the Remuneration Committee is to evaluate the Company's remuneration policies and systems for directors and managers from a professional and objective position, and provide recommendations to the Board of Directors as reference for decision-making. The committee shall exercise the following duties with the care of a good administrator and submit their recommendations to the Board of Directors for discussion: 1. Establish and regularly review the policies, systems, standards and structure for performance evaluation and remuneration of directors and managers. 2. Regularly evaluate and establish the remuneration for directors and managers.	3 Independent Directors	Number of Meetings: 2 times Attendance Rate: 100%



Governance Level Remuneration Strategy

Remuneration for the Company's directors is determined and distributed by the Board of Directors in accordance with the Directors and Functional Committee Members Compensation Regulations, which is established based on the authorization in the Articles of Incorporation, considering directors' level of participation in operations, contribution value to the Company, implementation of corporate core values, strategic objectives and missions, as well as domestic and international industry standards. When the Company has earnings, director remuneration shall be allocated in accordance with Article 22 of the Articles of Incorporation.

Remuneration for the Company's managers is determined based on their position responsibilities, job grade, professional capabilities, and with reference to industry market standards. Regarding bonus distribution, it is highly linked to the company's

operating results and performance, and is determined based on the Company's annual operating performance, financial status, operational conditions, and individual work performance. The Company uses performance evaluation results conducted according to the Performance Management Regulations as a reference basis for distributing bonuses to managers. The performance evaluation criteria for managers are divided into two main categories: I. Financial indicators: such as operating revenue, operating net profit, or net profit after tax, with reference to the manager's target achievement rate; II. Non-financial indicators: such as the promotion of high value-added product programs, new product development, new market expansion, development of potential new customers, and annual operational strategy key project objectives, which serve as the basis for calculating management performance bonuses. Starting from 2025, a linkage between senior managers'

remuneration and ESG performance has been established, whereby, depending on the degree of target achievement, such compensation will account for 10% of their annual fixed salary.

The performance evaluation and remuneration reasonableness of the Company's directors and managers are regularly assessed and reviewed annually by the Remuneration Committee and the Board of Directors. In addition to considering individual performance achievement rates and contributions to the Company, reference is also made to the Company's overall operational performance, future industry risks and development trends. The compensation system is reviewed in a timely manner based on actual operational conditions and relevant regulations. Furthermore, after comprehensively considering current corporate governance trends, reasonable remuneration is provided.

Linkage Between Senior Managers' Remuneration and ESG Performance

Dimension	Target	Description	Weight	2025	2026	2027
Environment	Implement the net-zero carbon pathway to achieve Ace Pillar's carbon reduction pathway targets and propose carbon reduction goals.	Using 2024 as the base year, Scope 1 + Scope 2 greenhouse gas emissions: 87.30 metric tons CO ₂ e	50%	Result: Not Achieved Target: Scope 1 + Scope 2 greenhouse gas emissions: -10% Actual performance: 94.52 metric tons CO ₂ e; +8.27%	Scope 1 + Scope 2 greenhouse gas emissions: 2026 Target -15%	Scope 1 + Scope 2 greenhouse gas emissions: 2027 Target -20%
Social	Expanding Social Engagement and Sustainable Impact Enhance employee engagement and continuously build a happy workplace through employee satisfaction surveys.	Improve employee satisfaction survey scores: 2024 average score 4.37 (out of 6)	25%	Result: Not Achieved Target: 4.39 Actual performance: 4.31	4.43 Points	4.5 Points
Corporate Governance	Enhance Domestic ESG Rankings Continuously promote ESG improvements and optimization, and confirm the progress and results of sustainability initiatives through relevant domestic ESG awards and evaluations.	2023 Corporate Governance Evaluation Indicator 36%~50%	25%	Result: Achieved Target: 36%~50% ^(Note) Actual performance: 21%~35%	21%~35% ^(Note)	21%~35% ^(Note)

Note Refers to the year in which the evaluation results are announced



1-2 Financial Performance

In the 2025 implementation results, the Company has consolidated its existing market in key automation components, and through strategic investments, has expanded into the intelligent automation, green energy, and semiconductor industries. By partnering with STC, Transpak Equipment Corporation, Ace Energy, BlueWalker, Hydrogen Green Energy, and Racing Electric, the Company has integrated industry ecosystem benefits to ensure that, under diversified development, it can effectively manage risks and leverage resource integration to create greater value.

For the 2025 fiscal year, the Company's consolidated net revenue reached NT\$4.442 billion, an increase of 24% compared to 2024. The consolidated operating income was NT\$116 million, and the consolidated net profit after tax was NT\$64 million. The net loss attributable to owners of the parent company amounted to NT\$62 million, resulting in a loss per share of NT\$0.55. Moreover, the consolidated and individual entities included in the Company's consolidated financial statements are disclosed in the Company's 2025 financial statements.



Financial Reports



Annual Reports

Financial Performance (Consolidated financial statement data disclosed is consistent with the annual report)

Unit: NT\$ Thousands

Item \ Year	2023	2024	2025
Operating Revenue	3,051,803	3,583,777	4,441,768
Gross Profit	622,660	885,394	1,110,097
Operating Income (Loss)	(13,473)	155,757	115,564
Net Income (Loss) After Tax	(17,080)	146,187	64,024
Net Income (Loss) Attributable to Owners of the Parent Company	(20,946)	67,390	(61,735)
Earnings (Loss) Per Share	(0.19)	0.6	(0.55)

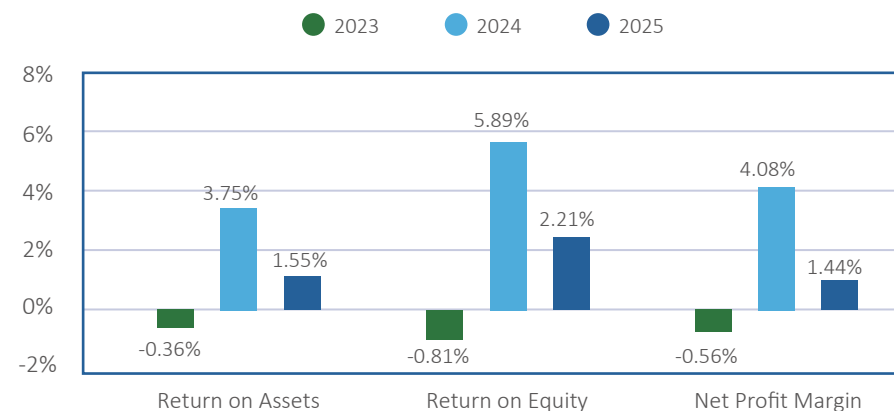




Profitability Performance (Consolidated Financial Statement Information)

Unit: Percentage

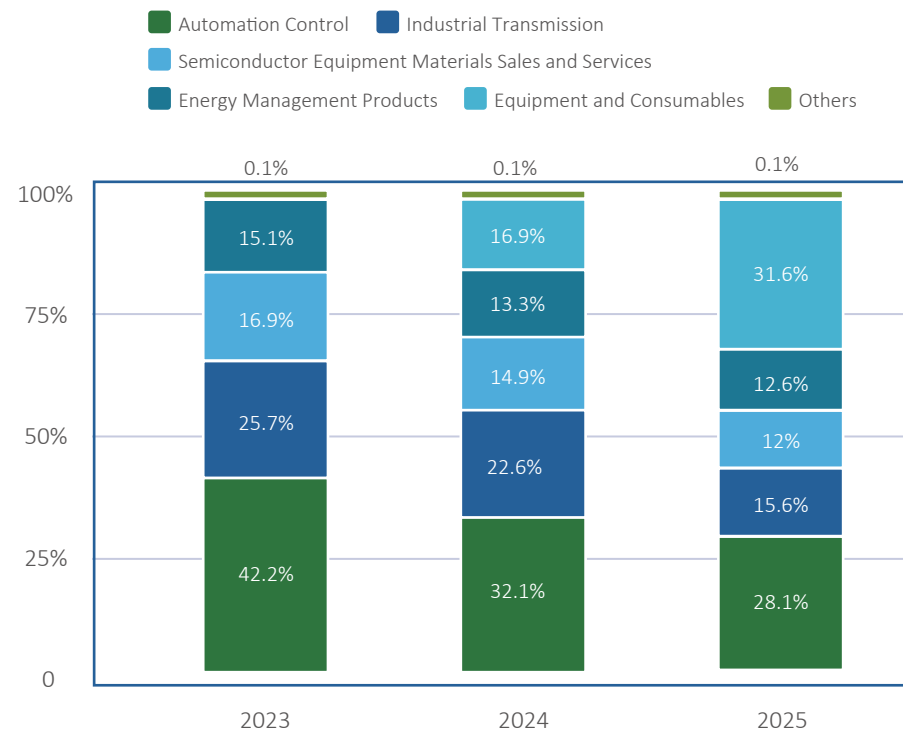
Item \ Year	2023	2024	2025
Return on Assets (%)	-0.36%	3.75%	1.55%
Return on Equity (%)	-0.81%	5.89%	2.21%
Net Profit Margin (%)	-0.56%	4.08%	1.44%



Revenue by Product Category Overview (Consolidated Financial Statement Information)

Unit: NT\$ Thousands

Item \ Year	2023	2024	2025
Automation Control	1,287,813	1,151,859	1,248,458
Industrial Transmission	783,648	811,218	691,520
Semiconductor Equipment Materials Sales and Services	516,026	535,760	531,402
Energy Management Products	460,206	475,809	561,227
Equipment and Consumables	-	604,257	1,405,001
Others	4,110	4,874	4,160
Total	3,051,803	3,583,777	4,441,768



**2025 Economic Value Distribution Table (Consolidated Financial Statement Information)**

Unit: NT\$ Thousands

Item	Amount	Note
A. Directly Generated Economic Value		
a. Consolidated Revenue	4,441,768	
B. Economic Value Distributed		
b. Operating Costs	3,331,671	
c. Employee Wages and Benefits	542,779	
d. Interest Payments or Dividend Distributions	71,870	• Interest paid on bank loans: NT\$10,139 thousands • Interest on corporate bonds issued: NT\$11,218 thousands • Dividends distributed to shareholders: NT\$50,513 thousands
e. Tax Payments	31,499	Income Tax Expense
f. Community Investment	1,200	Donation for post-disaster reconstruction of the Mataian Creek landslide dam in Hualien
Economic Value Retained = A - B		
Total Economic Value Retained	462,749	





2025 Three Major Operating Policies



Ace Pillar Core Business

Optimizing Automation Business and Transforming into Comprehensive System Integration Services

The major products introduced in 2025 were positioned toward industrial solutions and system integration. In the stretch wrapping and palletizing segment, stretch wrapping machines from Transpak Equipment Corporation were introduced to provide high-quality solutions and help integrate production line requirements. In the motion control segment, internationally leading brands such as Akribis and Delta are deeply integrated with industrial computers, motion control cards, PLCs, linear drives, optical sensors, and mechanical drive technology to form a motion control platform featuring high speed and precision. By providing highly integrated subsystems, the Company targets key industries including semiconductors, PCB, machine tools, logistics, and smart manufacturing, helping customers improve production efficiency while achieving the dual goals of equipment optimization and enterprise energy conservation. In the variable frequency energy sector, the Company deepens the application of Delta's high-efficiency reluctance motors and high-horsepower variable frequency drives, and addresses AI server cooling, compressed air energy savings, and building automation by promoting hardware and software modular solutions for CDU cooling fluid and energy management products. The Company provides an integrated one-stop solution combining Ace Energy and the PowerGlow Energy Management System's AI data analytics, covering real-time monitoring, energy analysis, and automated reporting, to help enterprises improve energy efficiency and transition toward low-carbon sustainability. At the same time, the Company is actively partnering with HydrogenPro Green Energy to introduce hydrogen fuel cell power generation systems and related component applications, extending its business reach into the new energy power and backup power markets, and building a comprehensive industrial energy-saving and green energy portfolio.



Subsidiary Synergies

Expanding the Green Energy Business

In addition to deepening its focus on energy-saving engineering and energy integration services, Ace Energy has expanded into green electricity installation and extended its scope to include new HVAC and MEP engineering. The PowerGlow Energy Management Platform enables energy visualization, data tracking and analysis, and generation of relevant reports. To date, cumulative carbon reduction has reached nearly 132,000 metric tons. Its energy-saving achievements and professional services have been recognized by the Energy Administration, earning the 2025 Energy Technology Service Outstanding Vendor — Energy Saving Project Excellence Award. Against the backdrop of slowing UPS market growth in 2025, BlueWalker still achieved counter-trend growth of nearly 9%, driven by momentum from Eastern and Northern Europe, and expanding into the South African market for the first time. In response to the demand from AI data centers and Edge Computing, BlueWalker continues to expand its high-power applications, showcasing Micro Data Centers and modular UPS systems at Data Centre World Frankfurt and Paris, and launching an upgraded VFI CPF PF1 series with an 80kW module scalable up to 1.6MW, enhancing power supply stability and operational efficiency.



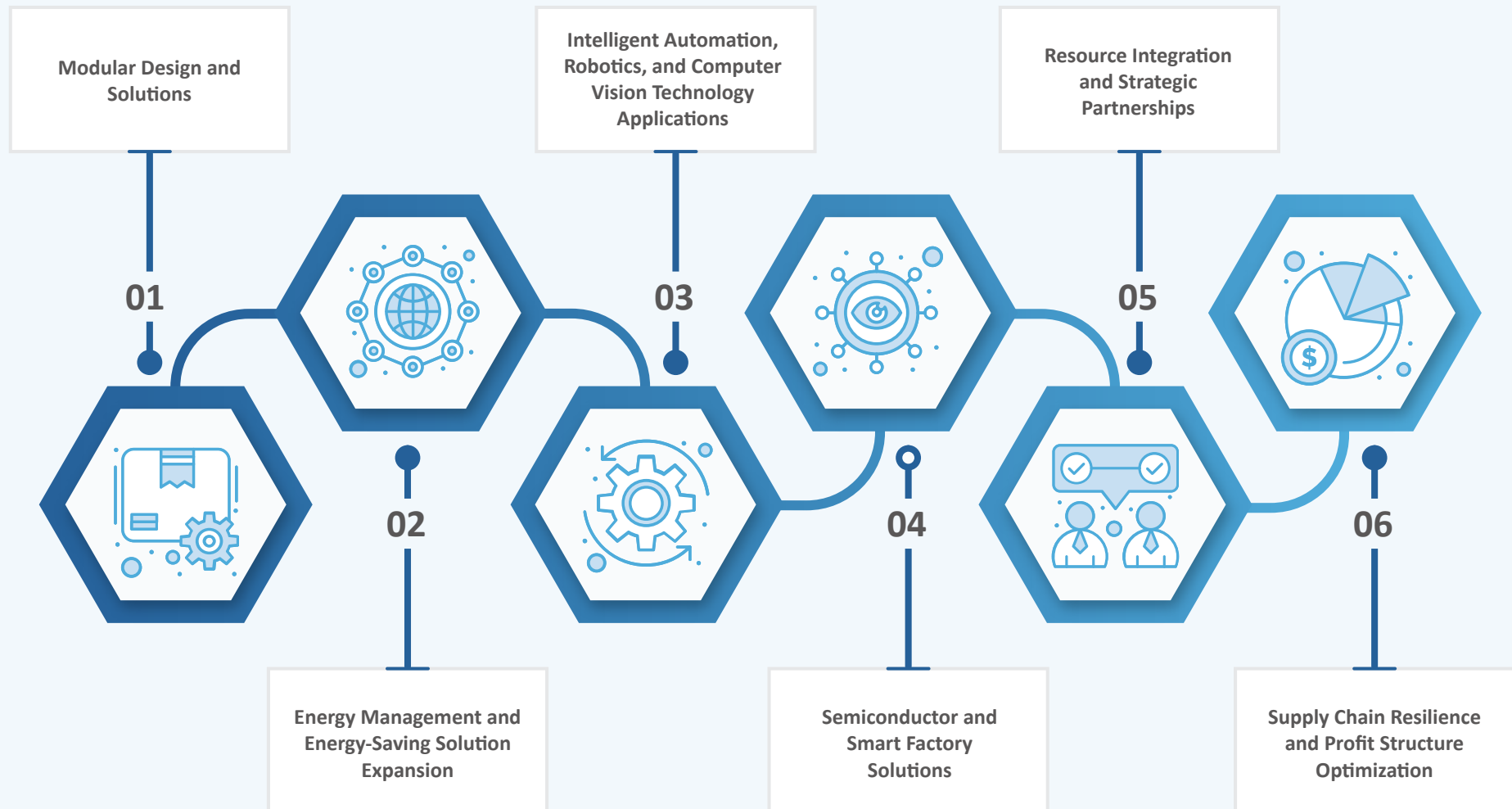
Subsidiary Synergies

Expanding into the Semiconductor Industry

In the semiconductor segment, STC continues to expand random error measurement solutions that improve yield rates in advanced process and advanced packaging fields, and has achieved significant results in new fab construction projects. In terms of wafer transfer equipment, we have added the development of wafer lifting machines, further expanding our proprietary equipment portfolio. We have also invested in local production to generate new growth momentum for the Company.



2026 Business Direction





Tax Governance

Ace Pillar implements tax governance by adhering to the arm's length principle in accordance with the tax laws and regulations of each country where its operating locations are based. The company does not engage in aggressive tax planning, does not utilize tax structures lacking genuine business purposes for tax avoidance or reduction, and discloses tax information to stakeholders in financial reports and local tax filings to enhance transparency. The

Operations Center is the unit responsible for tax governance. The accounting supervisor oversees routine tax operations and daily tax planning. Major subsidiaries also have accounting departments responsible for tax governance matters. The company's significant transactions and decisions are planned in accordance with local tax laws and tax treaties, and each operating location is regularly confirmed to ensure its daily transactions comply

with local tax regulations. In addition, the company stays informed of the latest tax developments, actively participates in government policy briefings and related tax courses organized by competent authorities, and enhances employees' professional knowledge through professional services provided by external tax consulting firms.

Tax Information Disclosure for the Past Two Years (Consolidated Financial Statement Information)

Unit: NT\$ Thousands

Item \ Year	2023	2024	2025
Earnings before tax	-6,123	192,303	95,523
Reported taxes	10,957	46,116	31,499
Effective tax rate (%)	-178.95%	23.98%	32.98%
Cash taxes paid	51,526	28,691	110,237
Cash tax rate (%)	-841.52%	14.92%	115.40%

Note Effective tax rate = Reported taxes ÷ Earnings before tax
Cash tax rate = Cash taxes paid ÷ Earnings before tax





1-3 Implementing Ethical Business Conduct and Legal Compliance

Integrity Management

Ace Pillar believes that integrity in business operations is the most fundamental corporate social responsibility. One of its operating philosophies is Sincerity and Mutual Trust, of which "Sincerity" is our core principle of conduct, treating both internal and external stakeholders with sincerity and mutual trust. All directors and senior managers of Ace Pillar have signed the Statement of Compliance with Integrity Management Policy, declaring that they will strictly comply with the Ace Pillar Co., Ltd. Integrity Management Best Practice Principles and will not engage in any activities that violate integrity, laws, or other regulations specified in the principles during business operations.

In 2025, all senior managers of the company (including Ace Pillar's seven operating locations) completed risk assessments related to dishonest conduct. Therefore, the percentage of operating locations that have undergone corruption-related risk assessments is 100%.

Legal Compliance

To ensure that the Company and employees comply with the laws and regulations of Taiwan and other countries when conducting business, Ace Pillar has formulated relevant policies and measures for Taiwan and other countries' laws and regulations, including personal data protection, confidentiality, anti-bribery, anti-discrimination, intellectual property protection, insider trading prevention, anti-unfair competition, and labor protection, and promotes corporate social responsibility. To ensure the implementation of internal compliance policies, a control system has been established, and audit measures are in place to ensure that business operations meet relevant requirements.

No incidents of non-compliance with health and safety regulations regarding products and services

Code of Conduct

The Company has established integrity management policies by referencing the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies and Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies. These policies include the (1) Corporate Governance Best Practice Principles, (2) Company Integrity Management Best Practice Principles, and (3) Procedures for Handling Cases of Illegal, Unethical, or Dishonest Conduct, which are published on the Company website. Furthermore, the Company's integrity principles serve as the highest standard of conduct for all employees in their business activities. In addition to providing education and training when employees join the Company, we regularly promote the importance of integrity to company employees and remind them to comply with and implement these principles.

The Integrity Best Practice Principles formulated by the Company serves as a code of conduct for employees, and the importance of integrity is strengthened through formal education and training courses that regularly train all global employees to participate. The content covers "Conflicts of Interest", "Legal Compliance", "Business Secrets and Company Assets", and "Participation in Political Activities".





Policies and Regulations

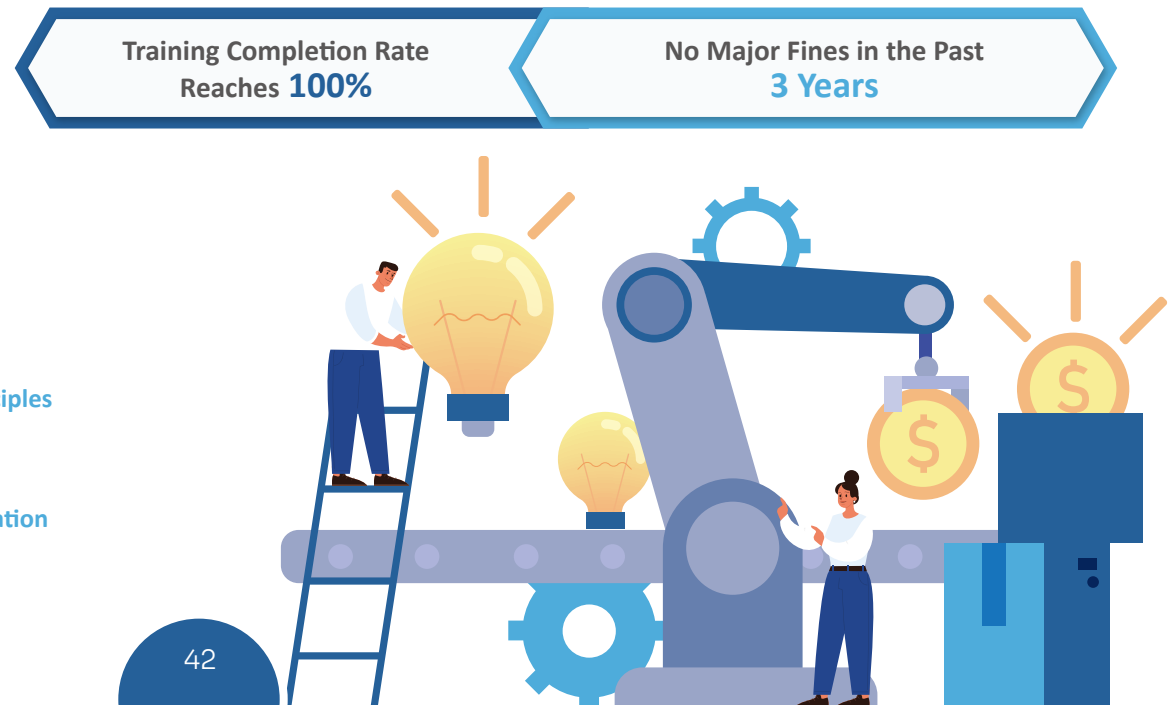
Ace Pillar has established four relevant policies and regulations to prevent company members, in the course of business operations, from directly or indirectly providing, accepting, promising or requesting any improper benefits, or engaging in other acts that violate integrity, illegality or fiduciary duty, including extortion, bribery, money laundering and insider trading, in order to obtain or maintain benefits, and to avoid conflicts of interest. When engaging in transactions with suppliers, the Company's integrity management policy and relevant regulations are appropriately explained to suppliers, and the direct or indirect provision, promise, request or acceptance of any form or name of improper benefits is clearly refused. Transactions with agents, suppliers, customers or other business partners involved in dishonest conduct should be avoided, and business dealings with them may be terminated depending on the situation.



Promotion and Training of the Integrity Handbook

Ace Pillar has had no major fines in the past three years and has fully implemented the company's internal Integrity Management Best Practice Principles. In response to the annual Group requirements, integrity handbook promotion and training are conducted for all employees, with a training completion rate required to reach 100% as mandated by the Group. Training topics include integrity promotion, conflict of interest avoidance, regulatory compliance, trade secrets and company assets, and participation in political activities, along with online assessments. The training completion rate reached 100% in 2025. The company's internal system also publishes the Integrity Management Best Practice Principles to ensure all employees are informed. To improve the management of integrity management, the Company has established an integrity management unit, allocated sufficient resources and suitable personnel, and is responsible for the formulation and supervision of the implementation of integrity management policies and prevention programs, and reports to the Board of Directors on a regular basis (first quarter) every year.

In addition, in response to annual Group requirements and the mandate that the training completion rate must reach 100%, Ace Pillar has also conducted internal education and training on the prohibition and prevention of insider trading in compliance with the insider trading regulations (Securities Exchange Act §157-1). The training completion rate also reached 100% in 2025, and Ace Pillar has had no insider trading-related violations in the past three years.





2025 Integrity Management Promotion Status

Ace Pillar has established relevant regulations and procedures and requires all colleagues to strictly abide by laws and regulations and follow the code of conduct and norms through the formulation of relevant rules and measures. The Company strengthens promotion through various channels such as education and training, internal company emails, and meetings.

Ace Pillar conducts integrity policy promotion for employees every year and provides training to enhance employees' sense of responsibility and accountability for ethical conduct. To prevent any dishonest conduct, employees are required to take the initiative to explain to the Company and follow the norms of the Integrity Management Best Practice Principles and Ethical Handbook when encountering ethical concerns and conflicts of interest. Online ethical training for all employees is conducted to ensure that each employee understands the key points of the code of conduct and puts them into practice. Please refer to the table below for the 2025 training completion rates. Under the promotion and training of the Integrity Management Best Practice Principles, no incidents in violation of integrity principles occurred in 2025.

Reporting and Suggestion Communication Mechanisms

The company has established the Procedures for Handling Cases of Illegal, Unethical or Dishonest Conduct. For serious misconduct that violates the principles of integrity, conflicts of interest and avoidance, fair trade, bribery, or illegal and improper treatment, there is a complete set of procedures for handling complaints and reports. Once any person or matter is found to be inconsistent with the spirit of integrity or in violation of the regulations set forth in the Integrity Management Best Practice Principles, internal and external personnel may report any improper business conduct through the whistleblowing mailbox.

2025 Integrity Handbook Training



2025 Insider Trading Prevention Course



Communication and Appeal Channels

- **Target:** Internal colleagues of the Company and external suppliers, customers, or other stakeholders.
- **Channel:** Email: 8374@acepillar.com.tw for whistleblowing or appeals.
- **Response:** An independent dedicated unit will conduct due diligence investigations and prepare an investigation report. Ace Pillar strictly guarantees the confidentiality of the whistleblower's identity to ensure their safety and protection from retaliation.

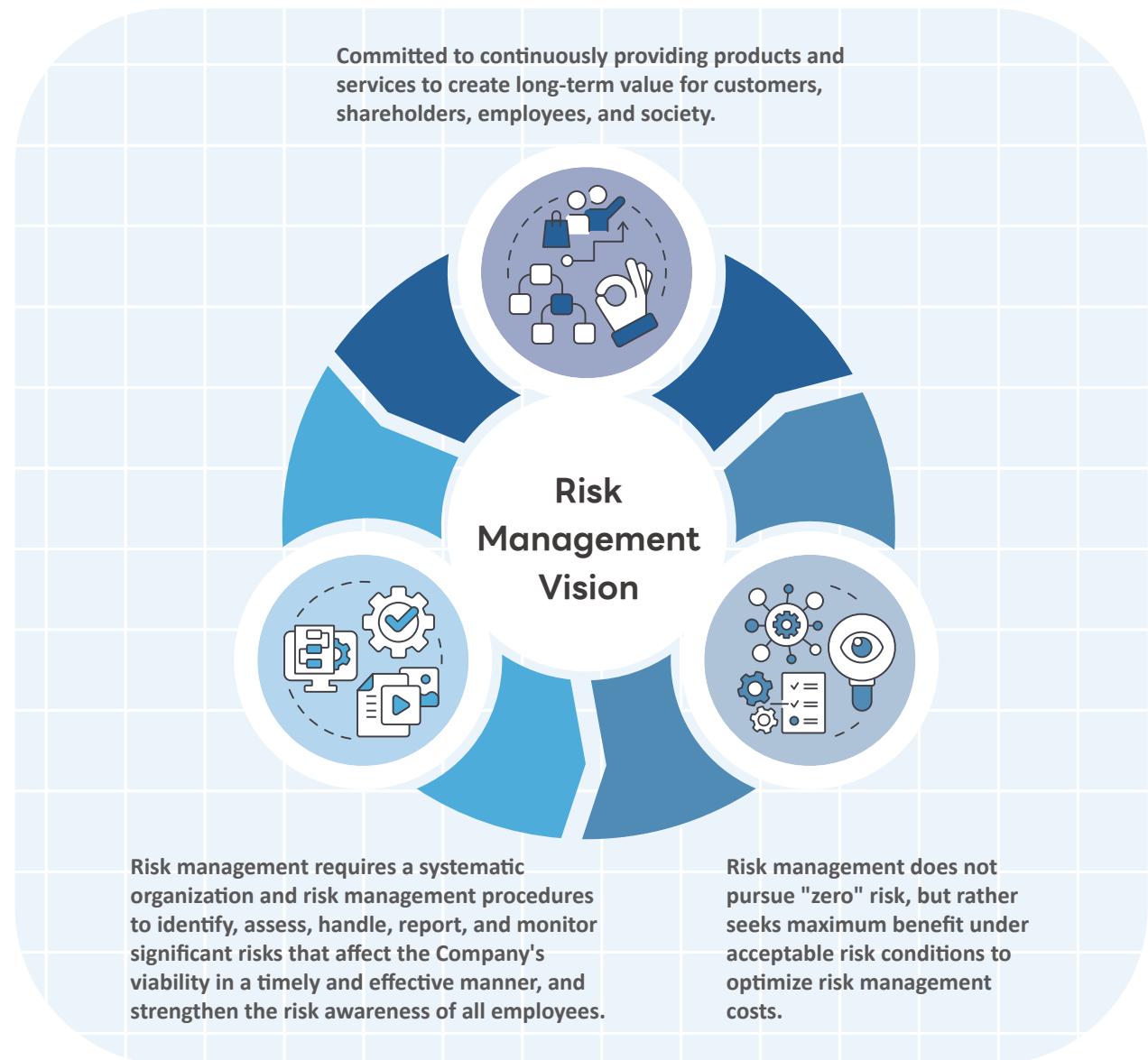
※ In 2025, the Company's whistleblowing mailbox did not receive any internal or external reports regarding violations of the Code of Ethics.



1-4 Risk Management

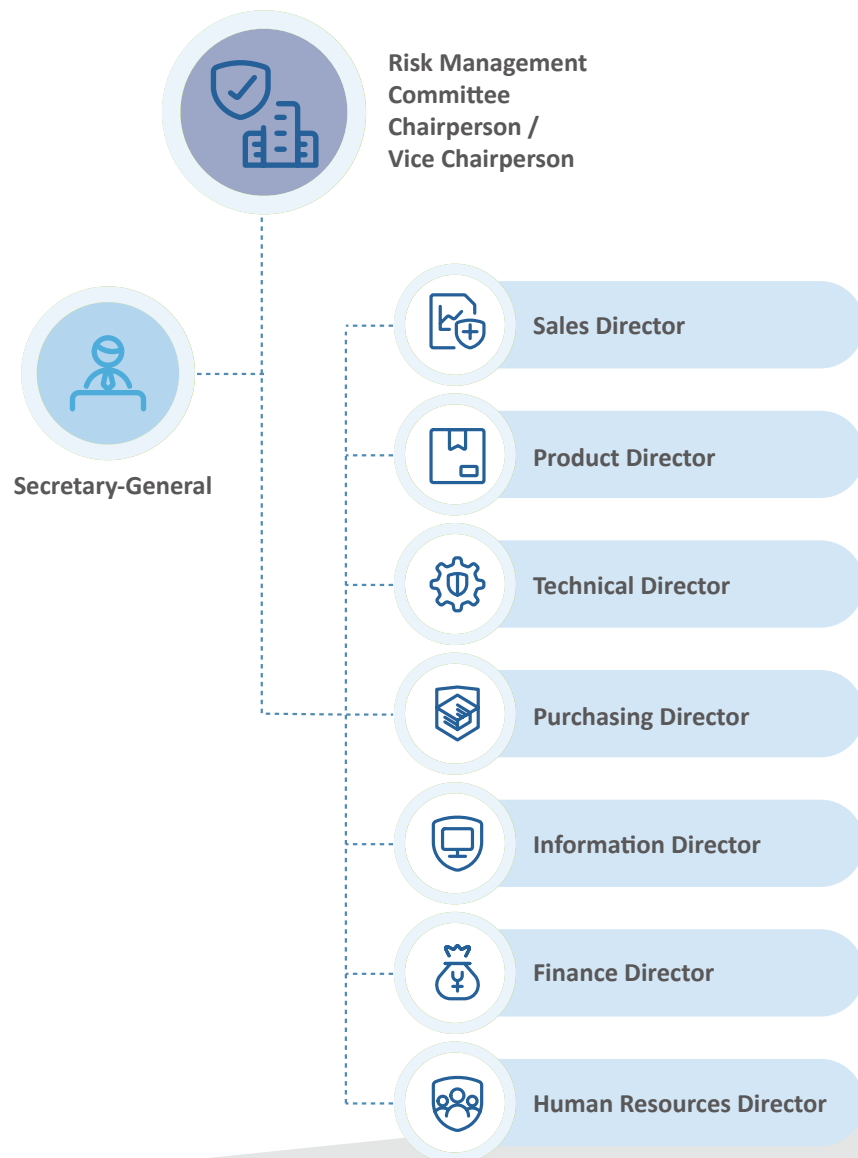
Establishment of the Risk Management Committee (RMC)

Ace Pillar has participated in the Sustainability and Risk Control Quarterly Meeting hosted by its parent company Qisda's risk management organization since 2020, continuously monitoring potential risks the Group may face. In November 2020, the "Risk Management Committee" (RMC) was officially established to build a proactive risk management mechanism, enabling relevant units to respond to risk events in a timely manner through risk management procedures, reducing or avoiding the impact of risk events, while enhancing employees' risk awareness to ensure Ace Pillar's sustainable operations. The Company's risk management focuses on the risk management system and risk transfer planning of corporate governance: strategic, financial, operational and hazard risks are managed by the Risk Management Committee. The Company's risk management vision and policies and procedures are clearly stipulated in order to effectively manage risks that exceed the Company's risk tolerance, and risk management tools are used to optimize the total cost of risk management.





Risk Management Committee (RMC) Organization



Risk Management Policy

- 1** To ensure the Company's sustainable operation, the Risk Management Committee (RMC) shall regularly identify, assess, handle, report, and monitor risks that may have a negative impact on the company's operational goals every year.
- 2** Risks should be identified and controlled before incidents occur, losses should be suppressed when incidents occur, and the provision of products and services should be rapidly restored after incidents occur. Business continuity plans shall be formulated for major risk scenarios identified by the Risk Management Committee (RMC).
- 3** For risks that do not exceed the risk tolerance level, different management tools may be considered with regard to risk management costs, except in the following circumstances.
 - Having a negative impact on employee safety and lives
 - Leading to violations of laws and regulations
 - Negative impact on the Company's reputation





Risk Management Framework and Procedures

Ace Pillar's Risk Management Committee (RMC) is chaired by the President as Chairperson and the CFO as Vice Chairperson, with heads of each unit serving as committee members, to discuss and determine Ace Pillar's risk management strategies, set annual objectives and risk items, and integrate risk management mechanisms into daily operational workflows. A Risk Management Secretary General is also appointed, responsible for monitoring internal and external events, identifying potential risks, drawing risk radar maps, coordinating risk management meetings, tracking risk objectives and items on a quarterly basis, confirming the implementation of improvement plans, and facilitating cross-departmental communication. The operations of the Risk Management Committee (RMC) are overseen by the Board of Directors, with an annual report on risk management operations submitted to the Board.

Risk Management Committee (RMC) Operating Procedures

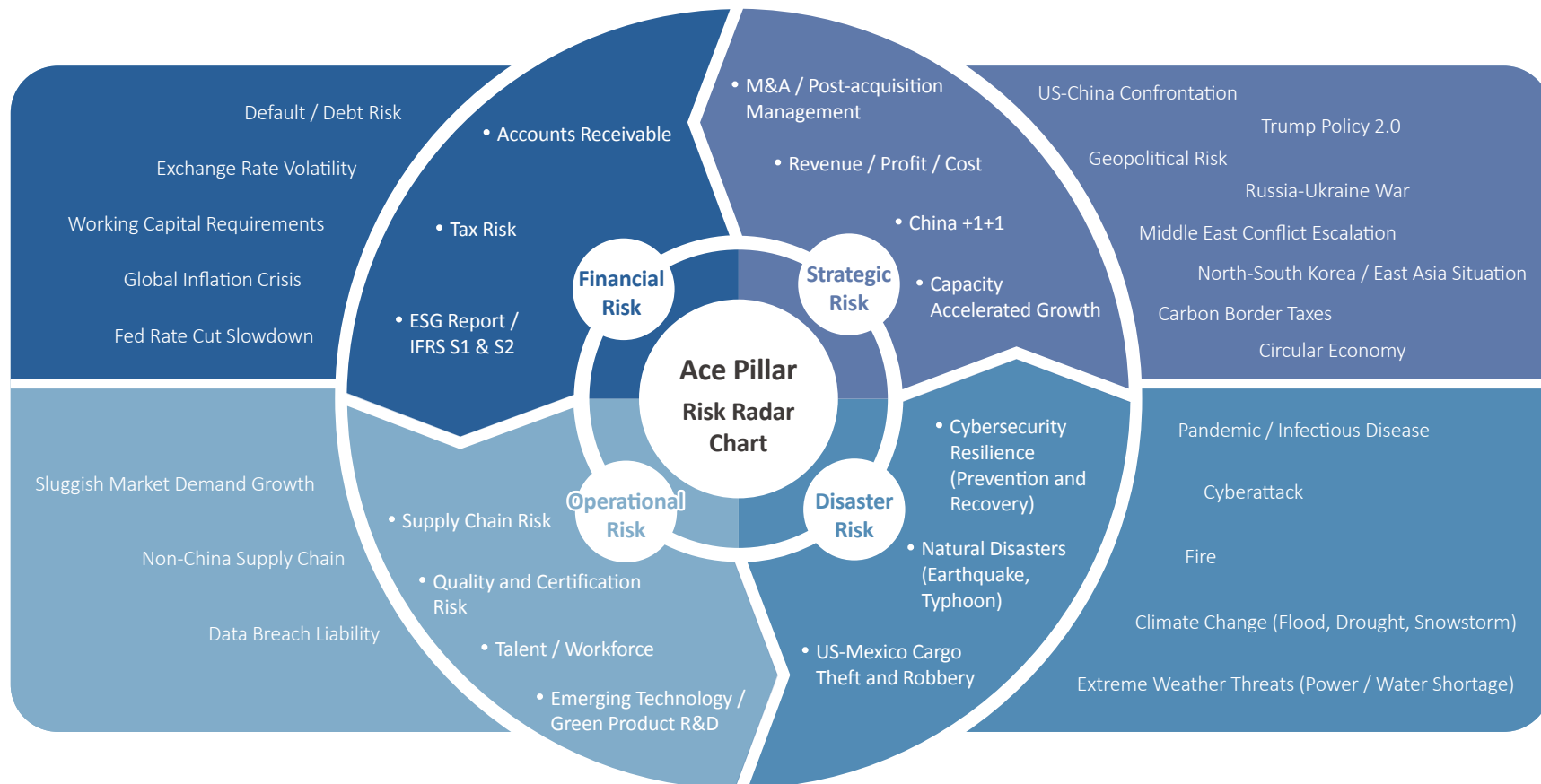




2025 Ace Pillar Identified Risk Radar Map

Each year, the Group establishes its annual risk radar map in response to internal and external environmental trends. The Company references the Group's risk radar map to identify Ace Pillar's risk conditions in the areas of finance, strategy, operations, and hazards, and provides information on internal and external environmental risk trends and risk radar map data to the Chairperson of the Risk Management Committee (RMC), thereby establishing the Company's annual key risk objectives. At the beginning of each year, the Secretary-General provides the Company's annual risk objectives set by the Chairperson of the Risk Management

Committee (RMC) to the committee members and secretaries of the Risk Management Committee (RMC), assisting them in identifying the major risk items and tracking content for their respective units based on the radar map and annual major risk items. Committee members and secretaries assess the risk levels of their major risk items using the risk assessment form and formulate corresponding control measures. On a quarterly basis, they report on the tracking and control status of high-risk items for each unit at the Risk Management Committee (RMC) meeting.





2025 High-Risk Control Table

● High ● Medium ● Low

Responsible Unit	Risk Item	Risk Category	Before Treatment	After Treatment	Control Measures
Human Resources Unit	Post-Investment Management: Regulatory Compliance for Subsidiary HR	Strategy	M	L	- Assist subsidiaries in conducting regular internal self-inspections and improving identified deficiencies. - Continuously monitor dynamic changes in relevant laws and regulations, and organize training sessions for subsidiaries to update their knowledge of regulatory requirements, ensuring HR operational activities remain compliant.
Finance Unit	Financial Risks from External Factors	Finance	H	M	- Exchange Rate Risk: Monitor financial market news, track exchange and interest rate trends, stay informed of market conditions in real time, and effectively execute exchange rate hedging. - Interest Rate Risk: Maintain available credit lines with banks, sustain good relationships with financial institutions to secure lower financing costs, and utilize fundraising tools to reduce bank borrowings and diversify interest rate fluctuation risks.
Information Technology Unit	Information Security	Operations	M	L	- Implement information security control measures. - Continuously enhance information security policies.
Warehousing Unit	Eco-Friendly Environment – Packaging Materials	Operations	M	L	- Increase the proportion of recycling and reuse to promote circular resource utilization. - Select eco-friendly packaging materials to reduce environmental burden. - Advocate and communicate with suppliers to provide circular use of incoming pallets, improving resource utilization. - Establish management records for packaging material data: Track the inflow, outflow, recycling, and reuse ratios of various packaging materials, and regularly generate statistical reports. - Continuously review the packaging process for incoming and outgoing operations to reduce the use of single-use packaging materials. - When updating or purchasing warehouse equipment, ensure that improvements in operational efficiency are considered alongside environmental benefits.
Business Unit	Insufficient organizational capacity leading to limited business development	Strategy	H	M	- Industry mapping and customer segmentation strategy. - KA tiered segmentation and task force organization. - Strengthening sales capabilities and tools.
Product Unit	Strengthening system and modular solution sales models	Strategy	M	L	- Actively collaborate with manufacturers, combining industry product promotion programs with manufacturers to deepen industry equipment and product knowledge capabilities. - Regularly discuss important cases and cooperation with regional business managers
Technical Unit	Specific Supply Chain ASP Service ^(Note 1)	Strategy	H	M	- Hold exchange meetings; the manufacturer's GS listens rationally and promises internal discussion on the ASP tiering system. ^(Note 2) - Rationally analyze the differences in ASP levels between Ace Pillar and other distributors, and provide short-term or long-term countermeasures.
Risk Management Committee (RMC) All Members	Climate Change	Hazard	Hold annual RMC climate change risk identification meetings, and disclose relevant information and response measures in the following section of this report: 4-1 Climate Change Actions.		

Note 1 ASP: Authorized Service Partner

Note 2 GS: Global Service (Global Service Center)



Group Joint Defense Mechanism

In addition, a group joint defense mechanism centered on Qisda has been established, covering more than 170 companies. Through regular project discussions, information integration, and practical experience sharing, the mechanism consolidates Qisda Group's loss prevention resources, strengthens the group's emergency response capabilities, and achieves the goal of risk control. In 2025, Qisda Group held four regular meetings, implementing emergency response, business continuity planning, CSR/ESG, and risk management culture education for all employees through the platform across group companies. Through education and training as well as drill operations, the group builds the capacity of group companies to respond quickly and effectively when facing crisis events. The mechanism for sharing resources, information, and experience also enables group companies to implement preventive management before risk events occur, addressing issues at the source and reducing the probability of incidents.

2025 Group Risk Drills and Inspection Items

To thoroughly implement emergency incident reporting procedures and assist group subsidiaries in responding promptly to emergencies, the group leads subsidiaries in conducting one risk emergency reporting drill each in the first and second half of 2025, for a total of 2 drills. To help subsidiaries strengthen their response capabilities for various types of emergency events, the drills cover different simulated scenarios, including natural disasters, water leaks causing damage to company equipment or inventory, and overdue accounts receivable, thereby helping subsidiaries grasp the key points and principles of reporting in a more timely and accurate manner. In the 2025 emergency event simulation drills led by the group, the company completed all drill tasks in accordance with the emergency event operating procedures.





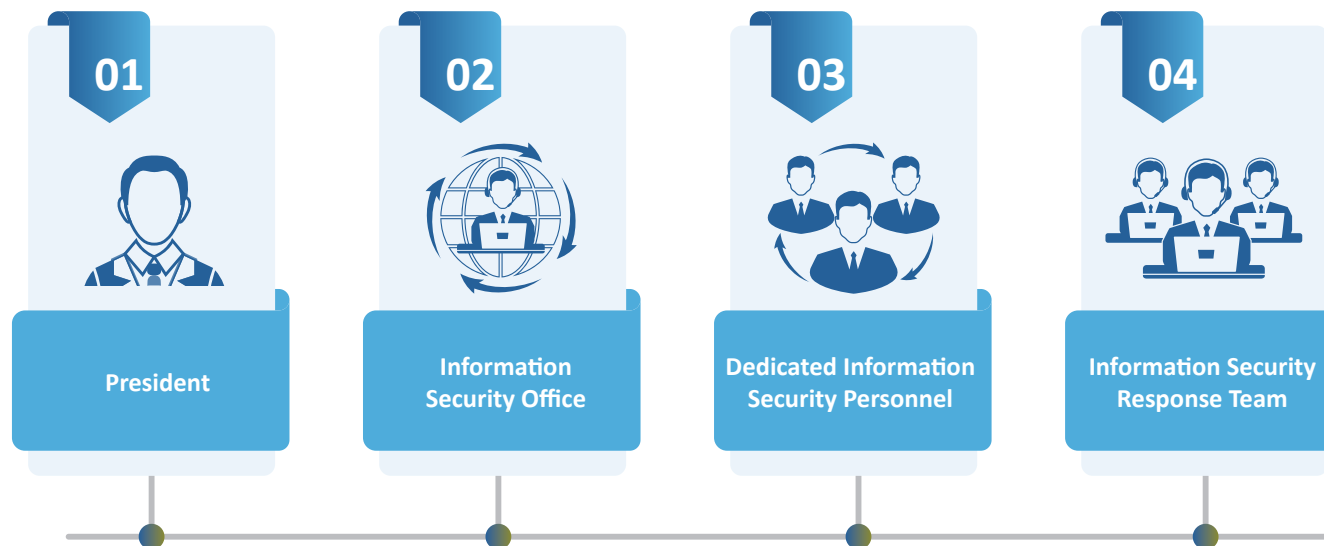
1-5 Information Security

Information Security Policy

Relevant information security management regulations are established in accordance with regulatory authority requirements to ensure the confidentiality, integrity, availability, and legal compliance of company assets. Evaluate the impact of human-made and natural disasters on the Company's information assets, establish disaster prevention strategies and contingency recovery plans, regularly conduct disaster recovery drills to prevent internal and external intentional or accidental threats, in order to achieve sustainable business operations.

We supervise employees to implement company information security protection and comply with information security management measures, ensuring that employees have proper protection awareness and knowledge of information security. In addition to requiring company colleagues to strictly comply with the Company's information security regulations, we also require signing contracts with third-party service providers that include confidentiality and network security provisions.

Information Security Risk Management Framework Diagram



Information Security Risk Management Framework

The Information Technology Department is the unit responsible for information security in the Company, with designated information security supervisors and personnel in charge of security operations. Through operational guidelines and tools for information assets, the Company's intellectual property security is effectively protected and employee information security awareness is enhanced. Through the establishment of an information security management system, the Audit Office conducts annual inspections. If deficiencies are found during the audit, the audited unit will be required to propose relevant improvement plans and report to the Board of Directors to track the effectiveness of improvements. (2) The Risk Management Committee (RMC) meeting is held quarterly, chaired by the President. During the meeting, the Information Department reports on risk assessments and response measures.





Information Security and Personal Data Protection Measures

Through the implementation of the information security management system, we enforce information security policies, protect customer data and company intellectual output, strengthen response capabilities to information security incidents, and achieve information security policy metrics. This meets the expectations of stakeholders towards the Company, and through the PDCA mechanism, we continuously enhance the Company's information security control mechanisms, helping to improve the Company's competitiveness.

We regularly audit account validity and conduct permission reviews, applying the principle of minimal privileges for account permissions; we also enable multi-factor authentication (MFA) mechanisms and require regular password updates to ensure system operational security.

We periodically provide information on various security issues to internal staff, strengthening security awareness. The company also regularly conducts email social engineering drills and provides educational training on information security knowledge related to email communications, enhancing employees' information security awareness to ensure that information security concepts are integrated into daily operations. A total of three email social engineering drills were conducted in 2025, with an average passing rate of 97%. Employees who mistakenly clicked on malicious emails were arranged to attend courses for additional training, and ultimately all staff passed the drill tests.

We conduct system recovery drills regularly every year and perform daily off-site backups of ERP data. In addition, through the SecurityScorecard cyber security risk management system, we monitor and continuously analyze information security system risks across 10 major risk categories, including network security, DNS health, patch management, endpoint security, IP reputation, application security, and other aspects. We have set a target to consistently maintain a comprehensive SecurityScorecard score of 100 points.





Customer Privacy Protection

Ace Pillar is well aware of the importance of privacy and is committed to protecting the privacy and confidentiality of its customers. Without explicit authorization, the Company will not disclose or use customer privacy and confidential information for any purpose. The Company has established the Computerized Information Processing Operation Cycle to create a secure and reliable computerized operating environment, and has installed various information security equipment such as firewalls and antivirus systems to ensure the security of company computer data, systems, equipment and networks, protecting customer information. Additionally, the Company has established Personal Data Protection Management Operations as guidelines for employee behavior. Employees should carefully manage confidential information or matters known to them through their duties. Without company disclosure or necessary provision for performing duties, they shall not leak to others or use for purposes other than work; this applies even after leaving employment. The Company strictly protects and controls relevant customer information, internally reinforces the importance of protecting customer documents and technical secrets, and continuously promotes through internal email communications and new employee training to help employees understand the importance of information security. Regular annual reviews are conducted to determine whether any customer complaints regarding data loss incidents have been received, and if so, a comprehensive review is carried out.

Regular Drill Items	Frequency	Target	Implementation Effectiveness Description
Cybersecurity Risk Scanning	Weekly Review	Company-related Domains	Monitoring is conducted through SecurityScorecard, covering analysis of 10 major risk categories including network security, DNS health, patch management, endpoint security, IP reputation, and application security, consistently maintaining a comprehensive score of 100.
Information System Business Continuity Drill	Once every 2 months	One drill per year for critical systems	Verifying compliance with RPO, RTO, and MTD targets (24 hours) for each critical system.
Social Engineering Drill	Irregular	All Company Staff	Three email social engineering drills were conducted in 2025, with an average passing rate of 97%.
Employee Information Security Education and Training	Conducted annually	All Company Staff	Information security dedicated personnel participate in courses designated by the FSC, totaling 12 hours; IT personnel attend relevant topic presentations at information security conferences; general employees receive periodic email awareness campaigns.

Projects introduced in 2025

In 2025, the company continued to strengthen its overall information security infrastructure. No major information security incidents occurred, no financial losses were caused to customers or suppliers due to security incidents, and no complaints related to privacy or personal data issues were received from customers. Ace Pillar will continue to introduce new tools and technologies on top of the existing foundation to more swiftly address the ever-changing challenges of information security.



Information Security Project Items	Content Description	Implementation Effectiveness Description
BitLocker Activation	Computers within the domain will have BitLocker functionality checked before accessing external devices	Centrally managed via GPO; those who need to upload data to industrial control equipment must submit a form to temporarily lift the restriction.
DLP Configuration	Using TrendMicro features to set up keyword monitoring	Transmission is prohibited if text or files contain keywords (transmission to recipients within the domain is not restricted)
Host Intrusion Alerts	Wazuh detection rules configuration	All servers have been included in the detection list; no intrusion alerts have been received to date



Managing Partnership Relations

2-1 Customer Relations

2-2 Sustainable Supply Chain Management





2-1 Customer Relations

Business Philosophy

Ace Pillar values every trust placed in us by our customers. We are committed to strictly managing product and service quality, and to implementing standardized processes from pre-purchase evaluation to after-sales maintenance. With professional communication at our core, we actively respond to customer needs to ensure that service value exceeds expectations. Through sound operations and a steadfast commitment to our promises, Ace Pillar strives to be the most professional partner for our customers, fulfilling the goal of sustainable corporate growth.

Customer Relationship

Luosheng upholds four core business philosophies — "Sincerity and Mutual Trust," "Innovation and Change," "Recognition of Contributions," and "Quality First" — as our commitment to our customers. Actively managing the business with attention to the experiences of employees and customers, in order to achieve stable and sustainable operations.



Sincerity and Mutual Trust

"Sincerity" is the fundamental principle — treating everyone inside and outside the company with honesty and mutual trust.



Innovation and Change

Encouraging innovation to meet the needs of both internal operations and customers.



Recognizing Contributions

Rewarding contributions and motivating performance, thereby enabling customers to enjoy a higher quality of service.



Quality First

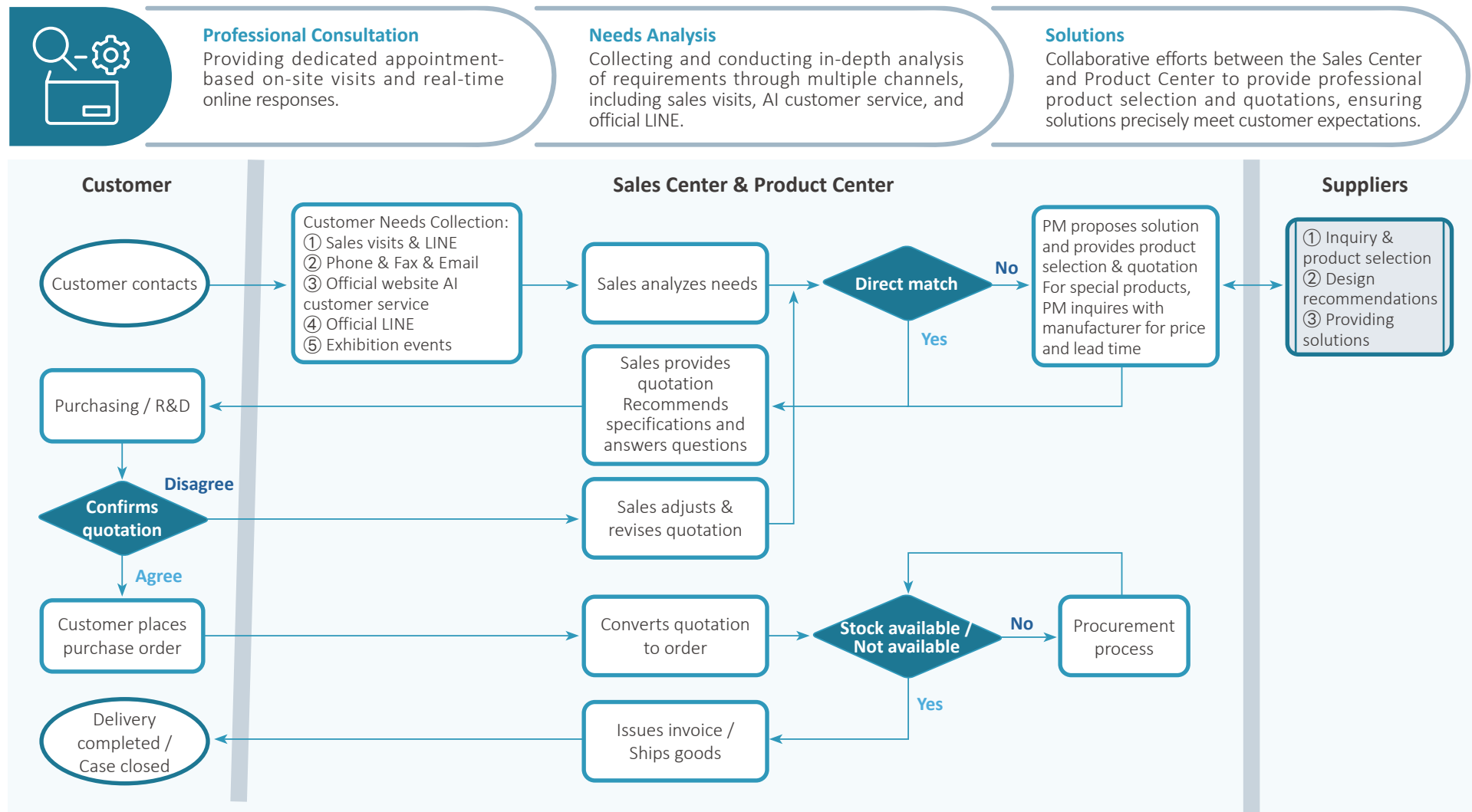
Quality is the best salesperson — upholding the quality of both services and products.



Service Value Chain: From Pre-Sales to After-Sales

Ace Pillar is committed to integrating quality products, high-performance services, and high on-time delivery rates, providing a rich and diverse range of supply options. We ensure the completeness and efficiency of the service chain through standardized professional processes.

Pre-Sales Service Process: Precise Needs Matching





After-Sales Service Process: Real-Time Support and Feedback



Real-Time Interaction

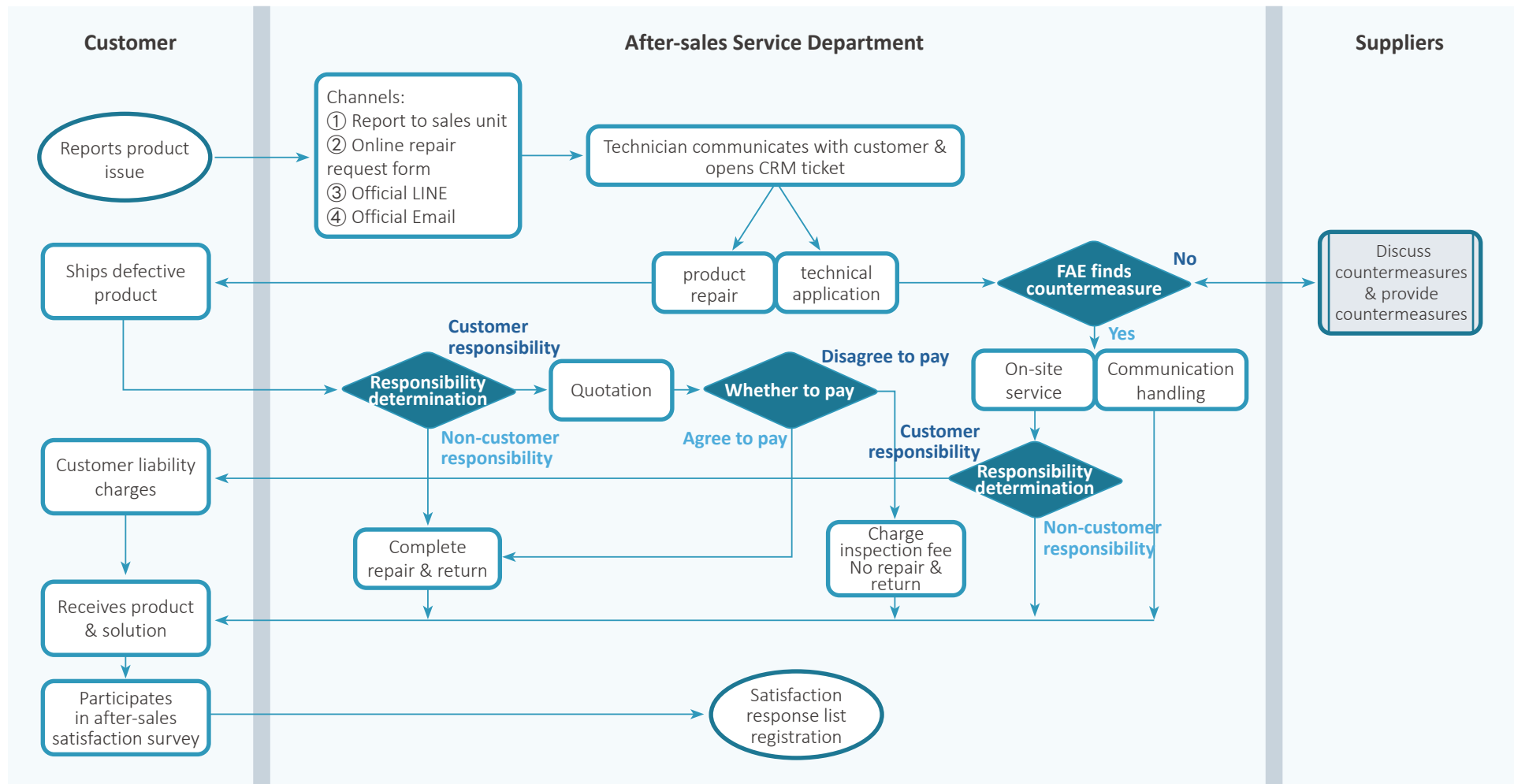
Establishing comprehensive customer feedback channels to ensure requests receive immediate responses.

Technical Support

An independently established after-sales service department, with professional technicians and FAE teams providing online repair requests, on-site services, and remote handling.

Improvement Driver

Participating in after-sales satisfaction surveys, registering feedback in a log, and transforming it into a driving force for quality improvement.



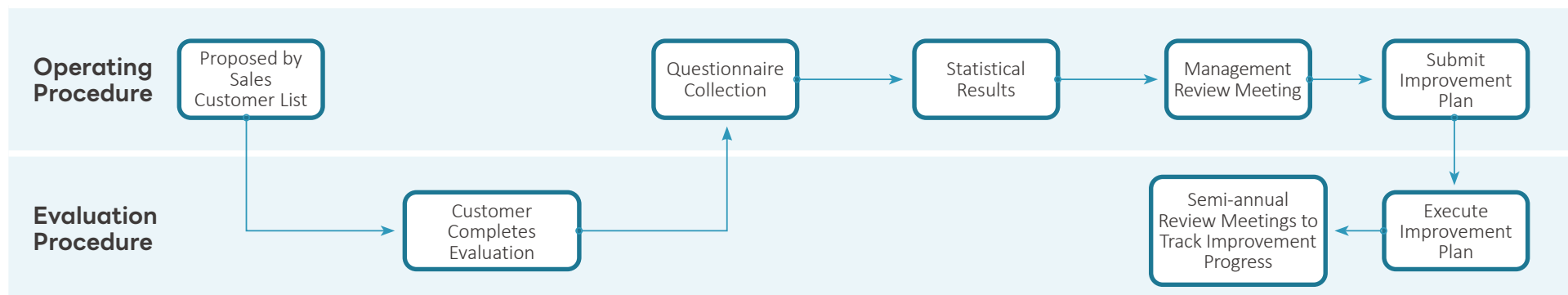


Customer Satisfaction

Loshinn upholds the principles of "Quality First" and "Pursuit of Excellence in Customer Satisfaction." Through diverse communication channels, we deeply understand customer needs, continuously optimize our product portfolio, and provide solutions that exceed expectations, striving to become the most trusted strategic partner for our customers.

Implementation Method

Ace Pillar deepens the breadth and depth of product supply, combining efficient service with rigorous delivery management to ensure the stable operation of every link in the supply chain. Leveraging high-quality integration capabilities, we fulfill every service commitment made to our customers. In pursuit of continuous improvement, we conduct regular annual surveys targeting our top 100 core customers by revenue. This is not merely data collection, but a key channel for understanding customer sentiments and uncovering potential needs. For all feedback received, Loshinn utilizes a "cross-departmental collaboration mechanism" to transform insights into concrete improvement plans, with regular progress tracking to ensure service standards precisely align with market expectations and grow together with our customers.



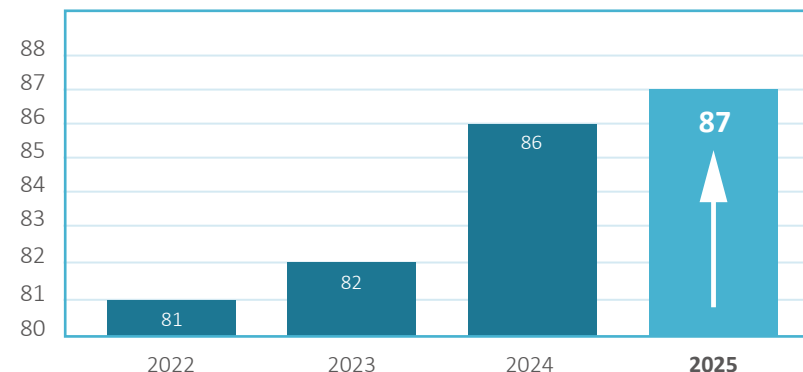


2025 Satisfaction Performance

Growing Together with Customers, Building an Excellent Reputation Continuously Evolving Service Quality: A Growth Ladder of Year-on-Year Breakthroughs

Between 2022 and 2025, Ace Pillar's overall customer satisfaction demonstrated an encouraging upward trend, steadily climbing from 81 points to 87 points. In 2025, all indicators performed above the "Satisfied" level, with a total of 76 customers indicating "Very Satisfied" or "Satisfied," accounting for as high as 90% of the overall response rate. The outstanding final score of 87 points not only reflects year-on-year growth resilience, but also surpasses the preset short-term target of 85 points, pushing the annual target achievement rate beyond 100%. This result powerfully validates that our long-term commitment to quality control and service optimization has earned a high degree of recognition from our customers.

Annual Customer Satisfaction



Leapfrog Growth Across Five Key Indicators: Building Deep Brand Trust

Ace Pillar has delivered impressive results across five core dimensions: Service, Product, Delivery, After-Sales Service, and Overall Impression:

90

Service Quality Benchmark

The service indicator achieved the highest performance, reaching a peak of 90 points in 2025, fully demonstrating the team's deep expertise and dedicated efficiency.

86

Logistics Efficiency Breakthrough

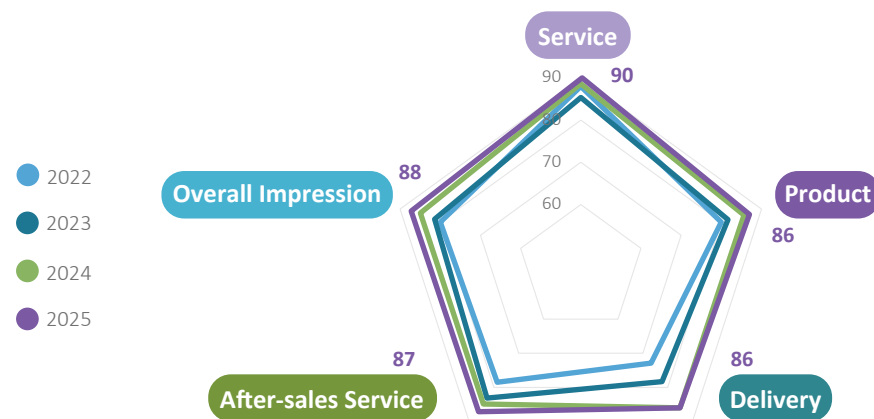
Delivery satisfaction surged from 73 points to 86 points. This significant growth of 13 points showcases the transformational effectiveness of Lossen's on-time delivery performance.

88

Deepened Brand Trust

Overall Impression improved significantly from 80 points to 88 points. This high level of recognition across all dimensions represents not merely numerical growth, but a shift in customers' perception of the Ace Pillar brand — from a simple product choice to a profound and trusted partnership.

Performance Comparison Over the Past Four Years



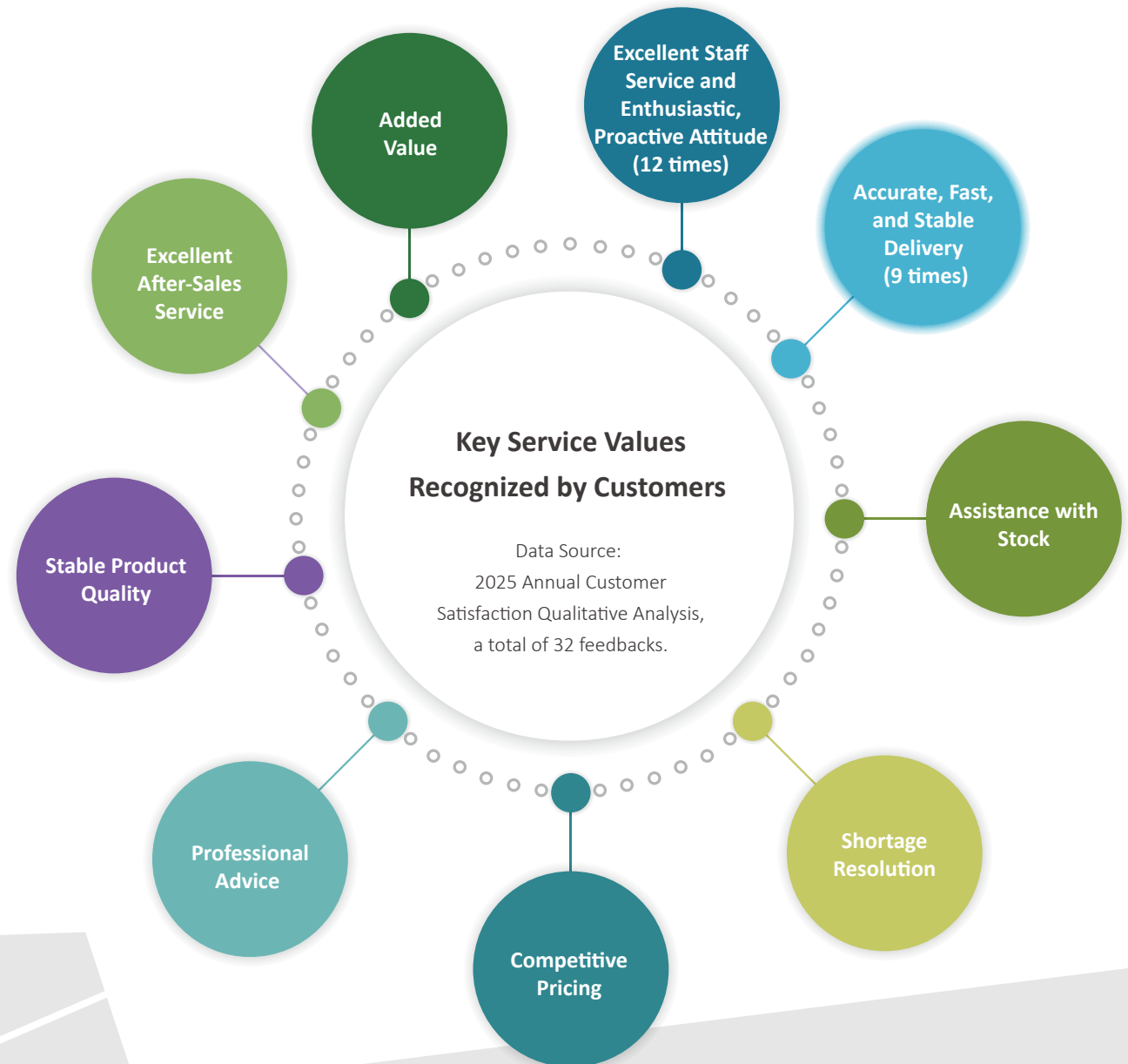
Satisfaction	Service	Product	Delivery Time	After-Sales Service	Overall Impression
2022	88	80	73	79	80
2023	86	81	78	84	82
2024	89	85	86	85	86
2025	90	86	86	87	88



Customer Voices and Future Outlook

At Ace Pillar, we firmly believe that behind quantitative data, the genuine feelings of our customers are the core driving force of our sustainable commitment. In the 2025 survey, we gratefully collected 32 key positive feedbacks, among which 'staff service enthusiasm' and 'delivery stability' have become widely recognized value labels of Ace Pillar in the minds of our customers. Through qualitative analysis, we identified that the most direct affirmation from customers comes from 'colleagues' enthusiastic and professional attitude,' which received 12 acknowledgments, firmly ranking first in service value. At the same time, 'accurate, fast, and stable delivery' also received 9 highly positive evaluations, concretely demonstrating Ace Pillar's improvement results in logistics efficiency. In addition, customers have expressed deep trust and recognition in our ability to resolve stock shortage crises, maintain product quality, offer competitive pricing, and provide professional technical advice.

Despite the outstanding performance in 2025, Raushen continues to regard even the smallest customer reminders as key to preventive management. For consistently stable product quality, we continue to implement monitoring mechanisms. Regarding the 1-point fluctuation in 'accuracy of delivery quantity and product name,' Ace Pillar has incorporated this into regular quality supervision items, coordinating with existing internal process reviews to ensure service is steadily maintained at a high-quality standard. We firmly believe that only by practicing excellence in the details can we move toward a sustainable future hand in hand with our customers.





Improving from Affirmation, Optimizing through Feedback

In addition to cherishing the recognition given by customers, Ace Pillar also treats every dissatisfied opinion as an opportunity for systematic improvement. We believe that true service value is not only reflected in high-score performance, but also in the ability to respond promptly and resolve customer pain points.

2025 Key Improvement Results

In 2025, we tracked a total of 11 key clients. Analysis indicates that 'logistics lead time' is the core concern (accounting for 91%), followed by quality repair and product specification completeness. The related improvement measures are as follows:

Key Client Feedback	Number of Cases	Root Cause Analysis & Current Situation	Improvement Measures & Action Plans	Industries Covered
Logistics Lead Time Stability	10	Delivery delays caused by suppliers failing to meet lead time commitments for specific project specifications. Or inventory forecast errors for commonly used specifications.	1. Supply Chain Joint Defense: Establish an early warning mechanism to reduce the impact of lead time fluctuations. 2. Rolling Forecasts: Align with clients' long-term demand to ensure supply-demand balance. 3. Core Safety Stock: Increase inventory levels for key models to reduce the risk of material shortages.	Semiconductor & Electronic Equipment Manufacturers, Automated Assembly, Precision Machinery
Product Quality & Repair	3	Abnormal damage to equipment parts, or disputes over on-site usage assessments.	1. Technical Meeting Intervention: Coordinate with original manufacturers to hold technical meetings, accelerating assessment and repair processes. 2. On-Site Inspection Optimization: Arrange on-site or online inspections as needed to shorten communication time.	Semiconductor Equipment Manufacturing, Power Transmission Component Processing
Product Specification Completeness	1	Insufficient stock during the early stages of new product promotion, affecting purchasing options.	Dedicated Procurement Mechanism: Assign dedicated personnel to track specific supply sources and provide real-time alternative recommendations.	Elevator & Electrical Control System Integration

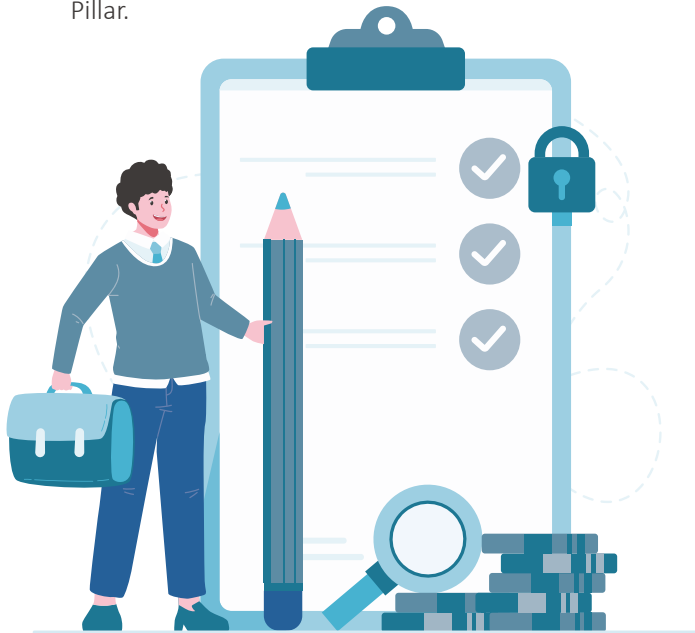
Driving Service Excellence Through an Early Warning Mechanism

Through cross-departmental collaboration, Ace Pillar is committed to shifting from 'reactive handling' to 'proactive early warning'. For critical out-of-stock items, we have implemented planned replenishment and required team members to proactively communicate estimated arrival dates when external conditions change. Going forward, we will continue to optimize administrative processes and supply chain management to ensure steady growth in service levels.



Customer Privacy Protection

Ace Pillar fully implements privacy regulations, regarding the protection of customer data security as a core operating principle and our most sincere commitment to our customers. We deeply understand that excellent privacy management is the foundation for building customer trust and business reputation. To prevent the legal and reputational risks that may arise from information leakage, we implement meticulous document classification management, ensuring that confidential information is accessible only within the scope necessary for business operations and upon authorization by supervisors. Combined with a continuously cultivated information security culture, we are committed to eliminating the risk of unauthorized copying, allowing customers to enjoy the highest level of security and professional assurance when partnering with Ace Pillar.



2025 Information Security and Privacy Protection Performance

Cases sanctioned by regulatory authorities: **0** Case

Confirmed information security breaches or data loss incidents: **0** Case

Customer complaints involving suspected data leakage: **0** Case

Litigation cases involving violation of customer privacy: **0** Case

Data Protection

- Stringent access control management is implemented, requiring non-relevant personnel to obtain supervisor authorization before being granted access to specific data.
- Regular audits of accounts and access permissions are conducted to ensure that all data access records comply with business role requirements.
- Dedicated account and password query services are provided to specific customers, with query scope strictly limited to relevant business information.

Internal Control

- Information security awareness is regularly promoted among employees to deepen company-wide understanding of the importance of information protection.
- Regularly review account validity and enforce password changes to maintain the security of the data access environment.

System Management

- Strengthen the technical defense system by deploying firewall protection networks and multi-factor authentication measures to build a solid network access defense line.

Education & Training

- Regularly conduct social engineering drills annually to enhance employees' practical ability to guard against cyber fraud and information security threats.
- Require IT professionals to participate in information security professional training annually to ensure that technical defense measures keep pace with the times.



2-2 Sustainable Supply Chain Management

Looking ahead, Ace Pillar sets its vision as "Partnering with Suppliers to Co-Create Sustainable Value," driving supply chain sustainable development across three dimensions—environment, society, and governance—while continuously enhancing supply chain competitiveness and resilience through institutionalized management and quantitative indicators, and combining localized operations with ESG practices to support long-term enterprise development and industry upgrading.

As a professional distributor and technical service provider of automated electromechanical components, Ace Pillar has long collaborated with over 200 suppliers, spanning components, machinery equipment, and integrated services. We deeply recognize that supplier partners are important partners in Ace Pillar's operational growth and development. Fulfilling our supply chain management responsibilities helps Ace Pillar reduce operational risks, stabilize product quality, improve customer service, and maintain customer relationships.

Guided by our corporate social responsibility, we actively promote localized sustainable business operations, prioritizing the selection of local suppliers that meet ESG standards, fostering stable development of the industry chain, reducing supply chain risks, and enhancing the sustainable competitiveness of our partners. Through our supplier management system, green supply chain program, and diverse communication mechanisms, we ensure a stable, efficient, and resilient supply chain to support the long-term development of the enterprise, and work together with suppliers to optimize sustainable competitiveness and jointly build a robust and efficient responsible value chain.

Supply Chain Management Strategy and Objectives

Ace Pillar has established a supplier management procedure based on the ISO 9001 standard to ensure that suppliers meet quality, service, environmental, and social responsibility (ESG) standards, with emphasis on suppliers' governance, environmental, and social aspects, enabling suppliers to become important partners in jointly advancing sustainable development issues along the value chain.

Commitment	Management Policy	KPI	2025 Targets and Performance	Short- to Mid-Term Targets
Regard Suppliers as Important Partners in Advancing Sustainable Development	1. Strengthen supplier management to ensure quality stability and compliant operations	• Signing rate of the Supplier Code of Conduct and Social Responsibility Commitment	Target: 100% Actual: 100%	2026: 100% 2030: 100%
		• Rate of regular assessments of the top 20 suppliers for on-time delivery compliance	Target: 95% Actual: 100%	2026: 95% 2030: 95%
	2. Strengthen Supplier Communication Mechanisms and Establish Stable Partnerships	• Number of regular dealer meetings with Tier-1 suppliers	Target: 12 sessions Actual: 39 sessions	2026: 40 sessions 2030: 40 sessions
		• Number of ad hoc seminars with suppliers	Target: 6 sessions Actual: 6 sessions	2026: 48 sessions 2030: 48 sessions
	3. Support Local Supply Chain Development and Promote Sustainable Industry Growth	• Procurement ratio from local suppliers	Target: 85% Actual: 98%	2026: 85% 2030: 85%
		• Number of Tier-1 suppliers with carbon reduction plans submitted	Target: 3 suppliers Actual: 3 suppliers	2026: 3 suppliers 2030: 3 suppliers

Note The actual procurement ratio from local suppliers in 2025 was 98%. However, considering the international situation and corporate strategic planning, the short- to mid-term target has been set at 85%, with local procurement remaining the primary goal going forward.



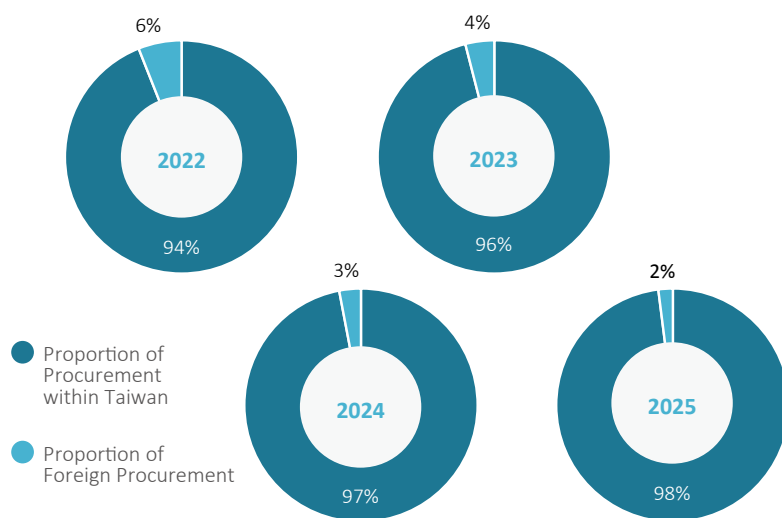
Supply Chain Resilience and Localized Procurement Strategy

Ace Pillar actively promotes localized sustainable business operations, prioritizing the selection of local suppliers that meet ESG standards. However, in response to changes in the international landscape and to ensure supply chain resilience, we have adopted a more flexible procurement strategy.

Explanation of Localized Procurement Targets

The actual proportion of localized supplier procurement in 2025 reached as high as 98%, demonstrating our commitment to local support. Although the 2026 target is set at 85%, this is a strategic adjustment made to balance regional risks, ensure the supply of critical technologies, and maintain product diversification and international competitiveness. We are committed to continuing to prioritize local procurement as our primary goal in the future.

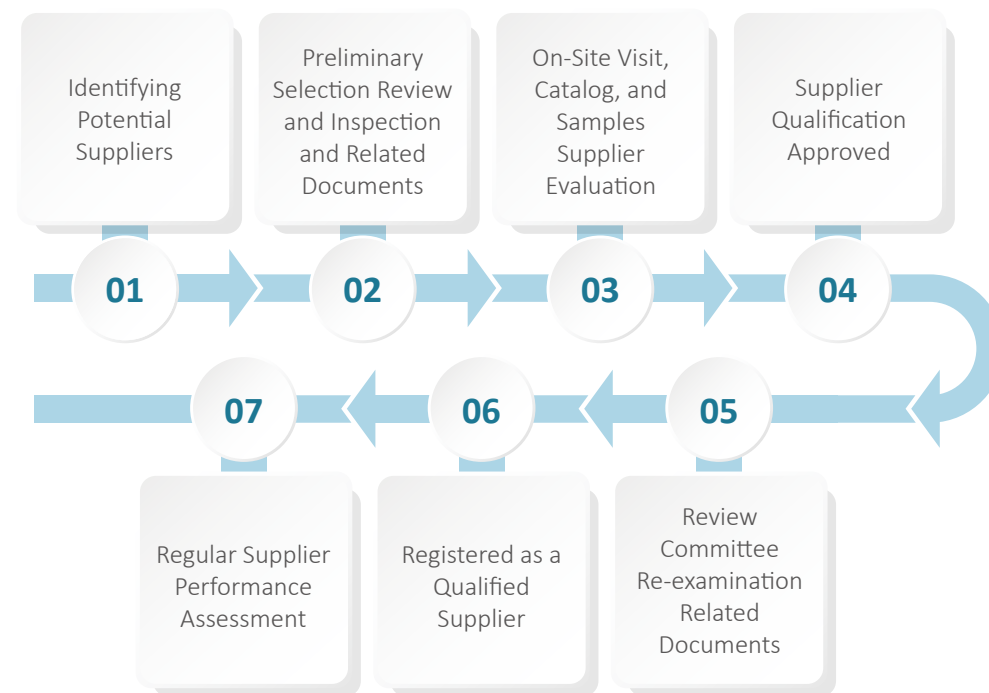
Domestic and Foreign Procurement Overview for the Past Four Years



Note Starting from 2024, domestic and foreign procurement statistics are based on the shipping location, categorized as procurement within Taiwan and foreign procurement. Due to this change in statistical methodology, the figures for 2022–2023 have also been recalculated accordingly.

Supplier Qualification Process Flowchart

Ace Pillar's supplier qualification procedure follows ISO 9001 standards and takes into account business outlook and market trends. During procurement strategy discussions, the capabilities of potential suppliers are assessed across various dimensions. Management systems such as production capacity, quality, integrity, and service are evaluated to determine whether they meet the standards set by Ace Pillar, serving as the basis for potential qualification. When evaluating a new supplier, it must pass the supplier evaluation form, which is a questionnaire designed for the various capabilities of the supplier. After rigorous internal evaluation, it is confirmed by the unit supervisor. Only vendors that pass the supplier qualification procedure can become qualified suppliers of Ace Pillar and proceed with new product validation. The review covers the following aspects: operational overview, delivery capability, quality management, financial condition, and production capacity, in order to confirm whether the supplier's current status meets Ace Pillar's expectations and standards.





Prohibition of Conflict Minerals Suppliers

As part of the supply chain for key components, the Company is committed to ensuring that all materials used in its products — including gold, tantalum, tungsten, tin, cobalt, and mica — comply with its Policy of Conflict-free Materials. The Company encourages all suppliers to thoroughly trace the origins of their materials to confirm they have not been extracted by ungoverned armed groups or illegal organizations from conflict-affected mineral regions. These regions are defined in accordance with the OECD's Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas, and include the Democratic Republic of the Congo (DRC) and its neighboring countries — Angola, Burundi, the Central African Republic, Rwanda, South Sudan, Tanzania, Uganda, and Zambia — as well as materials obtained through illicit smuggling channels.

The Company has prioritized engaging its Tier 1 suppliers ^(Note) in completing Conflict Minerals Due Diligence Reports or equivalent declarations. As of 2024, one Tier 1 supplier has fulfilled this requirement. In the future, we will encourage expanding the scope to include all of the Company's suppliers to achieve the vision and mission of sustainable supply chain management.

[Note] Tier 1 suppliers are those whose procurement amount accounts for more than 85% of the total transaction amount in the previous year. In 2025, there were three Tier 1 suppliers.

Supplier Management Procedure

Ace Pillar has established supplier management procedure regulations to select qualified suppliers that meet the Company's requirements, thereby stabilizing the quality of incoming materials, customer satisfaction, and Ace Pillar's external reputation, further maintaining stable cooperative relationships between suppliers and customers, and enabling Ace Pillar to move more solidly on the path of sustainable development.

Requiring suppliers to sign the "Supplier Code of Conduct and Social Responsibility Commitment"

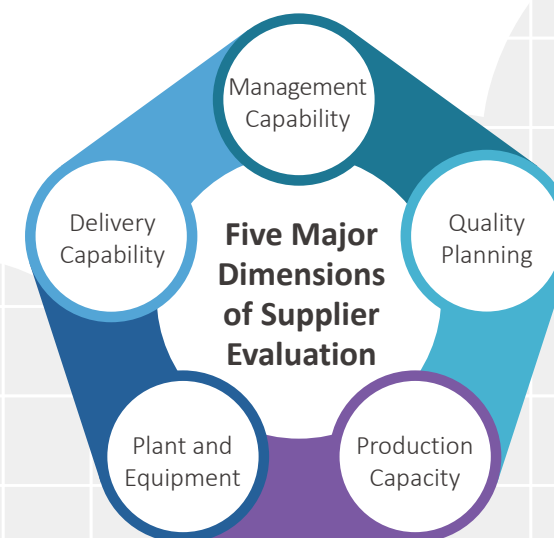
In the process of the Company's continued growth, business strategies must consider the impact and shock brought by society and the environment. Therefore, Ace Pillar invites all suppliers to work together on sustainable development, and has established the Supplier Code of Conduct as a fundamental guideline for suppliers to follow, covering five major aspects: labor, health and safety, environment, ethical standards, and management systems.

Four-Year Comparison of the Number of Suppliers with Transactions in the Given Year Who Have Signed the "Supplier Code of Conduct and Social Responsibility Commitment"

Year	Number of Suppliers Who Have Signed
2022	147
2023	143
2024	140
2025	141

Supplier Evaluation

The Company sets additional evaluation criteria for different types of procurement cases and stipulates relevant terms in the contract to ensure that suppliers meet the requirements. Product units conduct written or on-site evaluations of new suppliers, and classify suppliers as a criterion for supplier selection. Together with the materials unit, evaluations of key suppliers are conducted annually, and the results serve as the standard for determining whether to continue procurement in the following year.





Communication with Suppliers

Ace Pillar places great importance on communication with suppliers. Through open communication channels and regular meetings and seminars, we maintain strong communication relationships, obtaining timely and accurate feedback and opinions from stakeholders. This helps establish a firm and stable cooperative relationship, facilitating mutual achievement of sustainable business development, enabling Ace Pillar to continuously self-examine and make adjustments on the path of corporate sustainability, respond to public expectations, and demonstrate social impact.

To implement sustainable business operations, maintaining a good communication relationship with suppliers cannot be overlooked. Therefore, in addition to having effective communication channels, there are also irregular direct visits and meetings to facilitate longer-term and better cooperative relationships.



Diverse Communication Channels



Meetings and Seminars

Irregular meetings and seminars are held for first-tier suppliers



Dedicated Point of Contact

Product departments are established to provide suppliers with immediate and professional responses



Messaging Applications

Combining social media platforms and LINE official accounts for instant responses



Regular Visits:

Dedicated personnel from product departments conduct regular visits to maintain stable relationships with suppliers



Supply Chain Environmental Performance

Deepening the Green Supply Chain and Environmental Performance

Upholding the corporate mission of "achieving full net-zero carbon emissions by 2040," Ace Pillar actively implements green supply chain management, working hand in hand with suppliers and logistics partners to promote resource recycling and utilization, reduce the environmental impact of the supply chain, and enhance overall sustainable competitiveness.

1 Supply Chain Carbon Reduction Support and Requirements

We will continue to encourage first-tier suppliers to propose carbon reduction plans. To assist suppliers in achieving carbon reduction goals, Ace Pillar will advocate for ESG in meetings or seminars with suppliers, provide carbon inventory methodologies and energy-saving recommendations, and extend green requirements from within the company to external partners, jointly realizing the net-zero goal.

2 Resource Recycling and Utilization Performance (2025 Results)

By collaborating with local suppliers and logistics partners, we promote the recycling and reuse of packaging materials and pallets, integrating sustainable management with operational efficiency.



2025 Supply Chain Environmental Performance



Recycling and Reuse of Inbound Packaging Materials

Item	Content Description
Collaboration Partners	Local Suppliers
Approach	Implement PE film packaging materials for recycling and repeated reuse
Results	The total amount of inbound packaging materials recycled in 2025 was 498 kg, of which PE film reuse accounted for 484 kg, representing 97% of the total recycled volume, saving NT\$72,600 in packing peanut costs



Pallet Recycling and Reuse

Item	Content Description
Collaboration Partners	Local Suppliers, Logistics Partners
Approach	Recycle and reuse outbound pallets to reduce resource waste
Results	The total amount of pallets recycled in 2025 was 11,233 kg, of which reused pallets accounted for 8,716 kg, representing 78% of the total recycled volume, saving NT\$348,640 in pallet costs

Note 1 Unit price of a new bag of packing peanuts is NT\$900, weighing 6 kg

2 Unit price of a new pallet is NT\$800–1,280, weighing 20 kg (calculated at NT\$800)

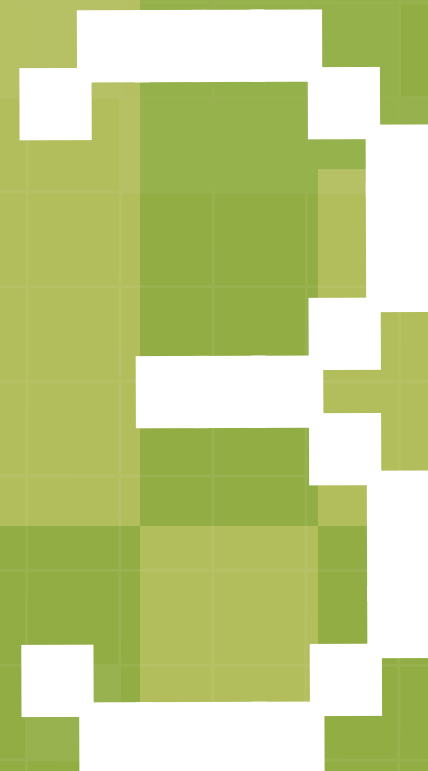


Co-creating Corporate Sustainability

3-1 Employee Overview

3-2 Learning and Development

3-3 Building a Happy and Healthy Workplace





3-1 Employee Overview

Ace Pillar's business philosophy emphasizes a people-oriented approach with sincerity and mutual trust, and commits to creating the best working environment. Therefore, Ace Pillar has always viewed employees as the Company's long-term capital and the foundation for innovation. To this end, we are committed to providing employees with a sound working environment and an equal and inclusive organization to attract diverse and outstanding talent to join us. The Company has established a remuneration system that rewards high-performance employees, while also placing great emphasis on employee benefits, hoping that employees can work comfortably and happily under multiple life security measures.

In addition, to promote good labor-management relations, Ace Pillar also actively creates a fair, healthy, and diverse workplace environment. As of the end of 2025 (12/31), Taiwan Ace Pillar has a workforce of 111 employees. Full-time employees account for 100%, with a male-to-female ratio of 6:4. In terms of educational background, the majority of employees hold university or college degrees.

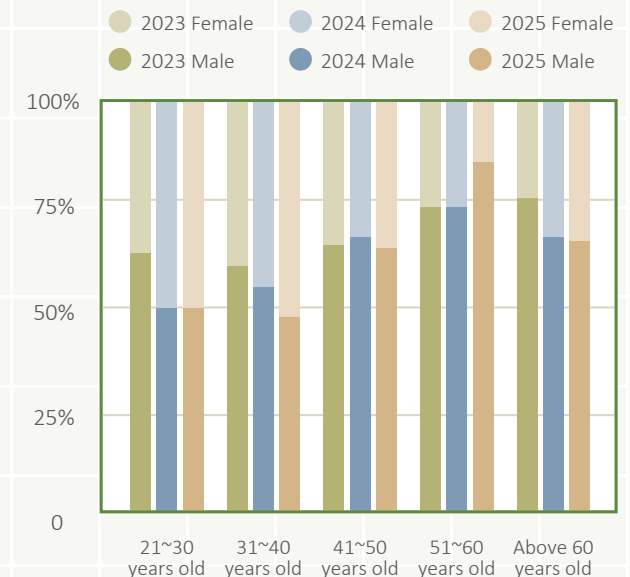
Talent Recruitment

Ace Pillar recruits and selects talent through open recruitment based on business needs, and is committed to developing diverse channels. Guided by the principles of matching the right talent to the right role and prioritizing internal candidates over external hiring, we build a diverse and equal workplace environment free from discrimination based on race, religion, skin color, nationality, gender, or other factors, and adhere to the principle of not employing child labor in our talent selection process.

Employee Structure Overview

Ratio of Age and Gender Distribution

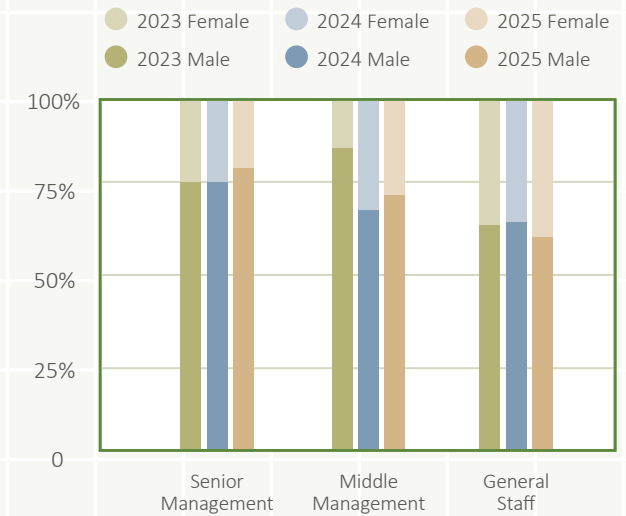
Year	2023				2024				2025			
Age / Gender	Male	Ratio	Female	Ratio	Male	Ratio	Female	Ratio	Male	Ratio	Female	Ratio
21-30 years old	5	62.50%	3	37.50%	5	50.00%	5	50.00%	1	50.00%	1	50.00%
31-40 years old	19	61.30%	12	38.70%	16	57.10%	12	42.90%	12	48.00%	13	52.00%
41-50 years old	34	65.40%	18	34.60%	34	66.70%	17	33.30%	32	61.54%	20	38.46%
51-60 years old	17	73.90%	6	26.10%	17	73.90%	6	26.10%	24	82.76%	5	17.24%
Above 60 years old	3	75.00%	1	25.00%	2	66.70%	1	33.30%	2	66.67%	1	33.33%
Total	78	66.10%	40	33.90%	74	64.30%	41	35.70%	71	63.96%	40	36.04%
Total	118				115				111			





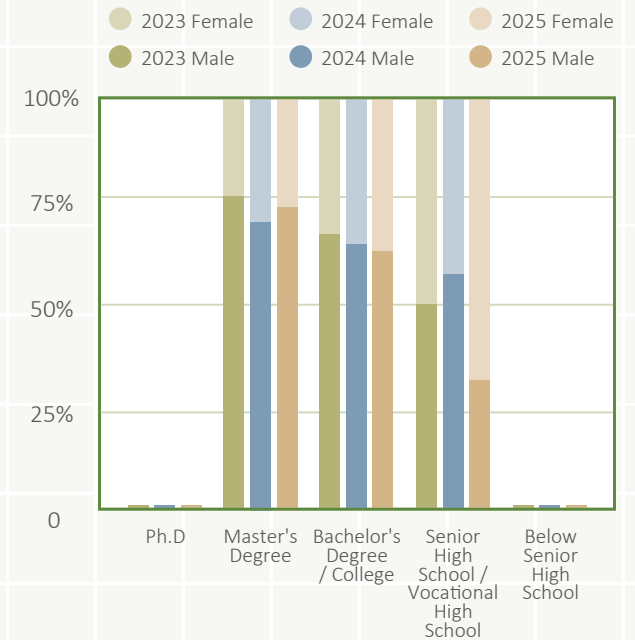
Ratio of Rank and Gender Distribution

Year	2023				2024				2025			
Job Level/ Gender	Male	Ratio	Female	Ratio	Male	Ratio	Female	Ratio	Male	Ratio	Female	Ratio
Senior Management	3	75.00%	1	25.00%	3	75.00%	1	25.00%	4	80.00%	1	20.00%
Middle Management	15	83.30%	3	16.70%	15	68.20%	7	31.80%	18	72.00%	7	28.00%
General Staff	60	62.50%	36	37.50%	56	62.90%	33	37.10%	49	60.49%	32	39.51%
Total	78	66.10%	40	33.90%	74	64.30%	41	35.70%	71	63.96%	40	36.04%
Total	118				115				111			



Ratio of Education and Gender Distribution

Year	2023				2024				2025			
Education / Gender	Male	Ratio	Female	Ratio	Male	Ratio	Female	Ratio	Male	Ratio	Female	Ratio
PhD	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Master's Degree	15	75.00%	5	25.00%	13	68.40%	6	31.60%	16	72.73%	6	27.27%
Bachelor's Degree / College	61	64.90%	33	35.10%	58	63.70%	33	36.30%	54	62.79%	32	37.21%
Senior High School / Vocational High School	2	50.00%	2	50.00%	3	60.00%	2	40.00%	1	33.33%	2	66.67%
Below Senior High School	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Total	78	66.10%	40	33.90%	74	64.30%	41	35.70%	71	63.96%	40	36.04%
Total	118				115				111			





Employees are the most important asset of the company. Ace Pillar has always placed great emphasis on talent mobility and appropriate placement. The turnover rate in 2024 and 2025 was approximately 16%~17%. In 2025, the number of departures was 18, with a turnover rate of 16.22%, which is lower than the 20 departures and turnover rate of 17.39% recorded in 2024. The turnover rate in 2025 decreased by 1.17% compared to 2024. From a gender perspective, male employees remained the primary group of departures; however, the overall decline was mainly attributable to a reduction of one departure each among male employees under 30 and those aged 50 and above. According to statistical data, the majority of employee departures in 2025 were male employees aged 31 to 50. In recent years, Ace Pillar has continued to invest in talent development and has organized internal activities to strengthen employee cohesion, resulting in a gradual stabilization of the organization and its workforce.



New Employee Statistics

Year	2024				2025			
Gender	Male		Female		Male		Female	
Age	Number of People	(%) ^{Note 1}	Number of People	(%) ^{Note 1}	Number of People	(%) ^{Note 1}	Number of People	(%) ^{Note 1}
<30	3	16.67%	5	27.78%	3	25.00%	0	0%
31-50	7	38.89%	1	5.56%	6	50.00%	3	25.00%
>51	2	11.11%	0	0%	0	0%	0	0%
Total Number of People	12		6		9		3	
Proportion (%)	66.67%		33.33%		75.00%		25.00%	
Total Number of New and Current Employees	14				8			
Proportion of Total Employees (%) ^{Note 2}	12.17%				7.21%			

Note 1 New Employee Ratio (%) = Number of New Employees in Each Category / Total Number of New Employees

2 Proportion of Total Employees (%) = Total Number of New and Current Employees / Total Number of Employees at Year-End

3 Information for 2023 is incomplete and therefore not disclosed

Turnover Rate

Year	2024				2025			
Gender	Male		Female		Male		Female	
Age	Number of People	(%) ^{Note 1}	Number of People	(%) ^{Note 1}	Number of People	(%) ^{Note 1}	Number of People	(%) ^{Note 1}
<30	3	2.60%	3	2.60%	2	1.80%	0	0.00%
31-50	11	9.57%	1	0.87%	12	10.81%	2	1.80%
>51	2	1.74%	0	0.00%	1	0.90%	1	0.90%
Total Number of People	16	13.91%	4	3.48%	15	13.51%	3	2.70%
Turnover Gender Ratio (%) ^{Note 2}	80%		20%		83.33%		16.67%	
Turnover Rate(%) ^{Note 3}	17.39%				16.22%			

Note 1 Employee Turnover Ratio (%) = Number of Departed Employees in Each Range / Total Headcount at Year-End

2 Turnover Employee Gender Ratio (%) = Number of Departed Employees by Gender / Total Number of Departed Employees

3 Turnover Rate = Average of Monthly Turnover / Total Monthly Headcount



By Contract Employment Type

Year	2023		2024		2025	
Employment Type / Gender	Male	Female	Male	Female	Male	Female
Number of Employees	78	40	74	41	71	40
Full-Time- Permanent ^{Note 1}	78	40	73	40	71	40
Part-Time- Intern ^{Note 2}	0	0	1	1	0	0
Non-Employee Workers	0	0	0	1 ^{Note 3}	1 ^{Note 3}	0
Total	118		115		111	

Note 1 Full-Time Employees = Permanently Employed Employees

2 Part-Time Employees = Temporary Employees = Employees with No Guaranteed Hours

3 Legal affairs of the Company are handled by the group's legal employees

Total Number of Employees by Region and Gender in 2025

Region	Taipei		Taoyuan		Hsinchu		Taichung		Tainan		Kaohsiung	
Type / Gender	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Full-Time Employees	37	26	3	2	3	2	21	6	6	2	1	2
Part-Time Employees	0	0	0	0	0	0	0	0	0	0	0	0
Total	63		5		5		27		8		3	

Gender Distribution Ratio of Managerial Positions (%)

Gender / Regional Ratio of Taiwan Ace Pillar Employees (%)			
Gender / Region	Male	Female	Domestic Nationality
Senior Management	80%	20%	100%
Non-Senior Management	72%	28%	100%
Technical Staff	0%	0%	100%
Other Employees	60%	40%	100%



Parental Leave

Year	2023			2024			2025		
Gender	Male	Female	Total	Male	Female	Total	Male	Female	Total
Number of Eligible Applicants	1	0	1	2	1	3	1	0	1
Actual Number of Applicants in the Current Year (A)	1	0	1	1	0	1	1	0	1
Number of Employees Expected to Return to Work in the Current Year (B)	1	0	1	1	0	1	1	0	1
Actual Number of Employees Returned to Work in the Current Year (C)	0	0	0	1	0	1	0	0	0
Actual Number of Employees Returned to Work in the Previous Year (D)	0	0	0	0	0	0	1	0	1
Number of Employees Who Returned to Work in the Previous Year and Continued Working for One Year (E)	0	0	0	0	0	0	1	0	1
Return to Work Rate % (C/B)	0	0	0%	1	0	100%	0	0	0%
Retention Rate % (E/D)	0	0	0%	0	0	0%	1	0	100%

Equal Employment: Hiring Disadvantaged Groups

We value and protect equal employment opportunities for disadvantaged groups. Ace Pillar complies with the People with Disabilities Rights Protection Act to provide suitable job opportunities for people with physical and mental limitations. Between 2023 and 2025, Ace Pillar employed one employee with physical and mental limitations each year, complying with the employment requirements of the People with Disabilities Rights Protection Act.

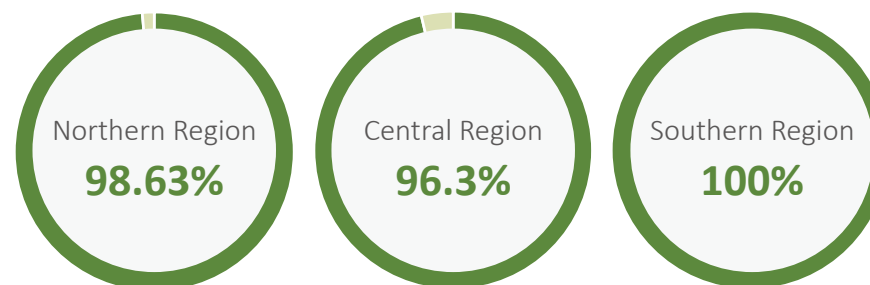
Category	2023	2024	2025
Persons with Disabilities	1	1	1

Note The company is legally required to employ one person with disabilities

Local Hiring

By enhancing human resource management and implementing local talent recruitment, the company prioritizes hiring local workers during recruitment, creating local employment opportunities and contributing to workforce stability.

Proportion of Local Workers Hired by Taiwan Ace Pillar



Proportion of Local Workers Hired in Senior Management

Proportion of Local Workers Hired in Senior Management
Taiwan 100%





3-2 Learning and Development

Talent Development

Ace Pillar places great importance on employee training and development. The company invests sufficient resources to provide employees with a diverse range of courses and training programs. Through comprehensive cultivation of colleagues, the company aims to make employee learning and development richer and more diverse.

Primary Stakeholders

Employees, Suppliers and Customers

2025 Training Objectives	2025 Training Objectives Achievement Status	Mid-to-Long-Term Actions	Management Approach
Define common competency training for new employees	100% completion rate for new employee common competency courses	Introduce digital courses and increase the proportion of digital course offerings	Responsibility Resources - HR and relevant department supervisors - Support from senior management - System-level resources - External consulting resources Actions - Introduce digital courses and increase the proportion of digital course offerings - Define the core management competency framework - Introduce talent development programs and implement them in accordance with Individual Development Plans (IDP)
Implement management competency training for supervisors	100% completion rate for supervisor courses	Define the core management competency framework	
Strengthen mandatory competency training on regulations and policies	100% completion rate for regulatory and policy courses	Introduce a talent development program and implement it in accordance with Individual Development Plans (IDP)	

New Employee Education and Training

New Employee General Training Sessions
9 person-times

New Employee General Training Total Hours
31.5 hours

Average Training Hours by Employee Level

Managerial Staff
276 hours

General Staff
791.5 hours

All Staff
1,067.5 hours

Other Policy-Based Course Training

Integrity Handbook Training
111 person-times / 111 hours

Prohibition and Prevention of Insider Trading
113 person-times / 113 hours

Workplace Unlawful Infringement
9 person-times / 9 hours

Occupational Safety and Health Education and Training
107 person-times / 107 hours

Personal Data Protection Act (GDPR)
110 person-times / 165 hours

Sustainability-Related Training

ESG Workshop
3 person-times / 42 hours

Supply Chain Sustainability Disclosure and CSA Assessment
1 person-time / 3 hours

IFRS Sustainability Disclosure Standards Promotion
2 person-times / 6 hours



In addition to providing a comprehensive onboarding training system and various competency development professional courses for different functions, Ace Pillar also provides product technical personnel with training materials and courses on various product-related professional skills and knowledge. Furthermore, employees can also pursue learning and acquire new knowledge through external channels, including external professional certifications, external professional knowledge seminars and sharing sessions, and more.

In order to cultivate the essential leadership and management competencies required by managers at different levels, and to address the challenges of future strategic directions and organizational growth, a management competency training system for supervisors has been designed. Starting from entry-level supervisors with leadership skill courses suited for new managers, and targeting mid-level and senior managers with competency-specific training tailored to their respective roles, the program systematically develops the leadership and management capabilities of benchmark leaders through the implementation of progressive training courses.





Training Categories New Employee Orientation Training Program

Company Profile

- **Objective:** To help new employees understand the group and company organizational structure, management philosophy, corporate culture, and related company policies.
- **Target Audience:** Newly hired employees
- **Development Direction:** New employee training is conducted through lectures on the group and company organizational structure, management philosophy, and related company policies, to help new colleagues more quickly familiarize themselves with the company's organizational structure and understand the corporate culture and values.

New Employee Occupational Safety and Health Education and Training Course

- **Objective:** To help new employees understand how to prevent occupational accidents and enhance their knowledge and skills in workplace safety and health. Additionally, to assist new employees in preventing and addressing workplace violence, sexual harassment, and bullying, in order to safeguard their physical and mental health and safety.
- **Target Audience:** Newly hired personnel
- **Development Direction:** Through lectures and case-sharing sessions, help new employees establish correct concepts of occupational safety and health, understand how to prevent occupational accidents and unlawful infringements, and thereby safeguard their physical and mental health and safety.

New Employee Orientation Training Course Results

New Employee General Orientation Training Course: 9 person-sessions / 31.5 hours.

Training Categories Supervisory Management Competency Training Program

- **Objective:** To cultivate managers at all levels in developing self-leadership, team leadership, and enhancing their management capabilities and strategic leadership skills.
- **Target Audience:** Junior / Mid-level / Senior Managers
- **Development Direction:** Through professional instructors using diverse training methods such as lectures, case studies, and situational leadership sharing, to develop managers at all levels in how to lead and build high-performance teams, and to cultivate the key competencies of their leadership pipeline.

Supervisory Management Competency Training Course Results

Supervisory Management Competency Training Course: 9 person-sessions / 72 hours.

Training Categories Professional Competency Training Program

- **Objective:** To enhance employees' professional knowledge and skills, enabling them to perform their work more effectively and achieve individual and departmental goals.
- **Target Audience:** All Employees

Departmental Professional Competency Training

To strengthen departmental professional knowledge and skills, establish consistent processes and standards, improve employees' problem-solving abilities, reduce operational errors, enhance work quality, and help employees get up to speed more quickly. For example: Product / business units plan relevant courses for products and represented brands; the FAE technical unit introduces operating procedures for the maintenance and representation of various brands; and other support units focus on training related to their respective professional competencies.

Training in Response to Customer / Vendor Business Requirements

- General Occupational Safety and Health Course: To meet customers' business requirements, colleagues in the product unit must obtain a general occupational safety and health certification. The company arranges for them to attend courses held by professional institutions.
- Mech-Mind 3D Vision Technology Training: In response to the needs of new product representation and business promotion, participants attend the 3D vision education and training courses provided by Mech-Mind to understand the imaging principles of structured-light cameras, develop 3D measurement and inspection capabilities through system operation, master hardware setup and parameter configuration, become proficient in Mech-MSR software operation, and improve measurement accuracy.

Regulatory and Policy-Based Training Courses

- Class A Occupational Safety and Health Supervisors Safety and Health Education and Training: In accordance with the Occupational Safety and Health Education and Training Rules, business supervisors are required to receive education and training to prevent occupational accidents and enhance their knowledge of safety and health.
- First Aid Personnel: In compliance with Taiwan's Labor Health Protection Rules and Occupational Safety and Health regulations, first aid personnel training covers common emergency response concepts and procedures for handling emergency situations.

Internal Audit Training

To become familiar with internal audit processes and methodologies, develop the ability to assess audit criteria and manage follow-up improvement processes, and independently conduct internal audits.

Professional Competency Training Course Results

- Departmental Professional Competency Training: 21 person-sessions / 303 hours.
- General Occupational Safety and Health Course: 13 person-sessions / 78 hours.
- Mech-Mind 3D Vision Technology Training: 3 person-sessions / 192 hours.
- Regulatory and Policy-Based Training Courses — Class A Occupational Safety and Health Supervisor: 1 person-session / 6 hours.
- First Aid Personnel Refresher Training: 1 person-session / 3 hours.
- Internal Audit Training: 2 person-sessions / 18 hours.



Training Categories

ESG Environmental Sustainability Training

To implement ESG sustainable management and enhance net-zero management performance, Ace Pillar actively cultivates ESG-related professional talent within the company. Starting in 2023, ESG-related training courses were launched to develop sustainability professionals within the company, and employees involved in ESG-related work are encouraged to participate in training and obtain relevant certifications. The ESG-related training content for 2025 is as follows:

"ESG Workshop" courses

Covering topics such as carbon credits and the carbon trading market (ETS), ISO 14067 product carbon footprint, carbon pricing trends and internal corporate carbon pricing, circular economy case studies, and introductions to international trends in 2026 ESG key developments, for example: How AI supports carbon reduction, ESG international ratings and the latest DJSI questionnaire analysis, and other topics.

Supply Chain Sustainability Disclosure and CSA Assessment

Courses, including capital market perspectives on ESG ratings × CSA practical guidance, the broader significance of CSA × Japan Exchange collaboration cases, physical risk management faced by enterprises, how to assess the sustainability capabilities of Taiwan's top 100 companies, and the mindset for driving corporate action through sustainability assessments.

IFRS Sustainability Disclosure Standards Advocacy courses

Covering topics such as IFRS Sustainability Disclosure Standards and examples, an introduction to the IFRS Sustainability Disclosure Standards Q&A, and reference examples for IFRS Sustainability Disclosure Standards implementation plans.

ESG Sustainability Training Achievements

Please refer to the annual achievements table for 2023–2025 below for ESG sustainability training-related results.

Achievements in Cultivating Sustainability Professionals

Category / Course	2023	2024	2025
ESG-Related Professional Training	Sustainability Manager Certification 4 participant / 256 hours	Sustainability Manager Certification 4 participant / 256 hours	"ESG Workshop" 3 participant / 42 hours
		Net-Zero Management Certification 3 participant / 114 hours	Supply Chain Sustainability Disclosure and CSA Assessment 1 participant / 3 hours
			IFRS Sustainability Disclosure Standards Advocacy Course 2 participant / 6 hours
Total	4 participant / 256 hours	7 participant / 370 hours	6 participant / 51 hours





Average training hours per employee per year

Total employee training hours	2023			2024			2025		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
	328.1	149.9	478.0	325.1	176.9	502.0	859.0	208.5	1067.5
Managerial	124.4	27.6	152.0	101.8	45.2	147.0	191.0	85.0	276.0
Non-managerial	203.8	122.3	326.0	223.4	131.6	355.0	668.0	123.5	791.5
Direct Labor	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Indirect Labor	328.1	149.9	478.0	325.1	176.9	502.0	859.0	208.5	1067.5

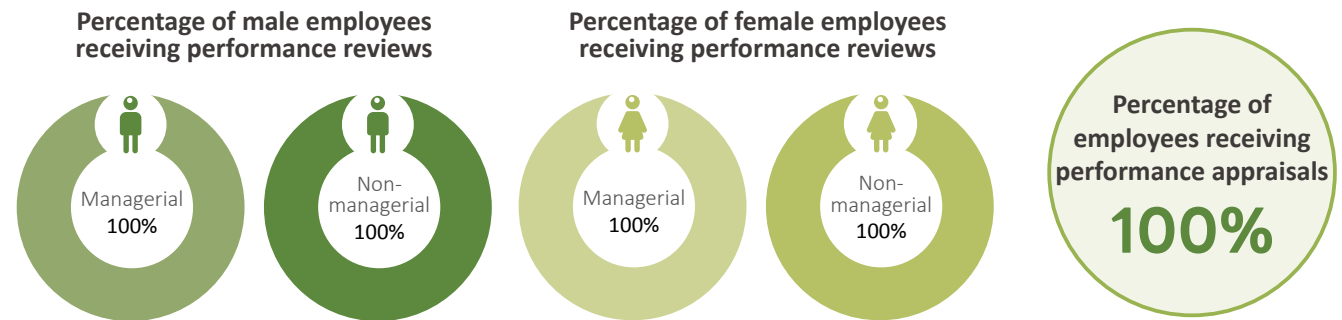
Training hours per capita

Total training hours per employee	2023			2024			2025		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
	4.21	3.75	4.05	4.39	4.32	4.37	12.10	5.23	9.62
Managerial	6.89	7.00	6.91	5.67	5.63	5.65	8.68	10.63	9.20
Non-managerial	3.40	3.39	3.40	3.98	4.00	3.99	13.63	3.86	9.77
Direct Labor	0	0	0	0	0	0	0	0	0
Indirect Labor	4.21	3.75	4.05	4.39	4.32	4.37	12.10	5.21	9.62



Performance Management and Development

In order to evaluate employees' work competencies, performance, and conduct in a fair and reasonable manner, supervisors at all levels conduct performance appraisals on employees within their respective departments on a quarterly basis, assessing their day-to-day work performance, quality of work output, and work attitude. All employees are subject to performance appraisals under this principle, without any distinction based on gender, and all appraisal results are retained by the Human Resources Department. The appraisal results serve not only as a reference for promotions, salary adjustments, and year-end bonus processes, but also as a basis for talent development and supporting employee growth. In 2025, all full-time employees of the Company received evaluations according to the above principles, with evaluation rates as follows:



Note One hired cleaning staff member was not included in the performance review

Distribution of Managerial / Non-Managerial Positions by Gender

Year	2023			2024			2025		
Gender	Male	Female	Total	Male	Female	Total	Male	Female	Total
Number of managerial employees receiving regular performance and career development reviews	18	4	22	18	8	26	22	8	30
Number of non-managerial employees receiving regular performance and career development reviews	60	34	94	55	31	86	49	31	80

Continuous Improvement Program

To strengthen employees' problem analysis, problem-solving concepts, and logical thinking, Ace Pillar invited coaches from Qisda Group's Continuous Improvement Program to conduct education and training on the Continuous Improvement Program for colleagues in the technical department. This initiative aims to cultivate a basic understanding of DMAIC concepts among technical department colleagues and familiarize them with the DMAIC execution process. The 2025 DMAIC course had a total of 9 person-sessions / 31.5 hours.

Note DMAIC explanation: Define - Define the problem; Measure - Measure the current state; Analyze - Analyze the root cause; Improve - Improve the solution; Control - Control the performance





3-3 Building a Happy and Healthy Workplace

Human Rights Policy and Management

To fulfill corporate social responsibility and protect the basic human rights of all employees, customers and stakeholders, the Company follows the principles set forth in the United Nations Universal Declaration of Human Rights, the United Nations Guiding Principles on Business and Human Rights, the United Nations Global Compact, and the International Labor Organization of the United Nations, respecting internationally recognized basic human rights. Care for vulnerable groups, prohibition of child labor, elimination of all forms of forced labor, elimination of discrimination in hiring and employment, prevention of any acts that infringe upon or violate human rights, protection of gender equality, and fair treatment of all employees.

The Company's stance on human rights policy management



Human Rights Management Program

The Company's remuneration policy also ensures that employees' salary and rank are not affected by personal gender, age, race, religion, or political stance. The Company's human rights policy is announced on the official website for colleagues and stakeholders to follow.

Human Rights Risk Mitigation Measures

To ensure a safe working environment, the Company provides a comfortable, safe and healthy working environment and provides the necessary protective equipment for work to protect the safety and health of all employees. For situations that employees may encounter in the workplace, different safety training is provided, such as fire drills, emergency response promotion, etc. In addition, the Company has established a Prevention Plan for Illegal Infringement in the Execution of Duties to prevent workplace violence and harassment from both internal and external sources during the execution of duties, ensuring employees can work with peace of mind. All management levels have signed a Written Statement Prohibiting Workplace Violence and are required to complete a Self-Assessment Checklist for Workplace Illegal Infringement. This allows management to conduct self-assessments and declare their commitment to eliminating all forms of illegal infringement in the workplace. At the same time, through labor-management meetings held at least four times a year, management responds to issues raised by employees.

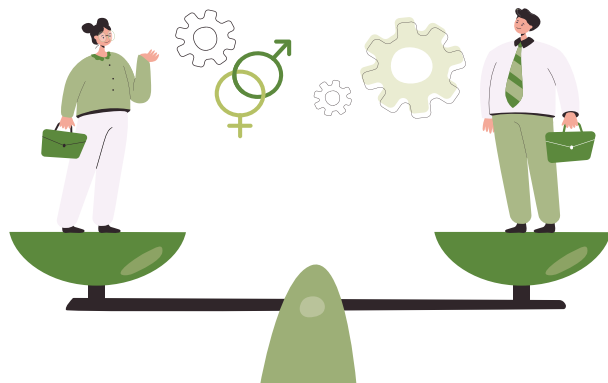
Furthermore, the Company also provides reporting channels, with investigations conducted by the Human Resources department after receiving reports. The personal information of whistleblowers is kept confidential, and if allegations are verified, we commit to protecting the confidentiality of the whistleblower's identity and ensure they will not face any adverse treatment. Ace Pillar has no record of human rights violations in 2025. The company continues to provide integrity-related training for all employees, offering educational courses on topics such as anti-corruption, the highest standards of business conduct, workplace health and safety, to create a healthy and safe working environment for employees. Furthermore, the Company plans to gradually implement human rights due diligence for both internal operations and suppliers in the future, facilitating the disclosure of human rights-related information in reports.



Harmonious Labor-Management Relations

The Company provides diverse communication channels internally, allowing employees to fully express their opinions and raise concerns, such as regularly convened labor-management meetings and employee welfare committee meetings, thereby collecting and resolving employee issues, and fostering harmonious and positive labor-management relations through mechanisms of joint participation and open communication.

- ※ A total of four Labor-Management Committee meetings were held in 2025, with no major decisions made.
- ※ In accordance with Article 16 of the Labor Standards Act, the Company provides the minimum advance notice period (10 to 30 days) to employees and their representatives prior to major operational changes that may seriously affect employee rights. The Company has not established a separate collective agreement stipulating a notice period.
- ※ The Company will also implement transitional assistance programs for retiring or departing employees in the future, with plans to incorporate them into employee benefits system planning.



Effective Labor-Management Communication Channels and Relations

In order to maintain a positive labor-management relationship between the Company and its employees, unobstructed communication channels have been established within the Company, such as welfare committee meetings and labor-management meetings, enabling colleagues to stay informed of company updates in a timely manner and encouraging everyone to submit suggestions for reference by decision-making units. Comprehensive communication channels not only promote labor-management relations but also enable the Company to fully understand employee needs and provide a better workplace environment.



Primary Stakeholders	Employees
2025 Management Target	Publish labor dynamics and business overview internally on a quarterly basis. The 2025 management targets have all been achieved.
2026 Management Target	Publish labor dynamics and business overview internally on a quarterly basis.
Medium- and Long-Term Target	Maintain at least 4 labor-management communications per year.
Management Approach	• Responsibility: Human Resources Center • Resources: 1. Labor-Management Meetings 2. Employee Welfare Committee • Actions: Provide employees with diverse communication channels, and keep employees informed of company updates in a timely manner through these channels.
Evaluation	Report labor dynamics and business overview at labor-management meetings on a quarterly basis.

Diversity, Inclusion, and Equal Opportunity

Regardless of gender, race, class, age, marital status, language, ideology, religion, political affiliation, place of origin, birthplace, appearance, facial features, or physical and mental disabilities, no differential treatment in language, attitude, or behavior shall occur. We are collectively committed to creating a work environment with dignity, safety, equality, and freedom from discrimination and harassment.

Fair Compensation and Equal Working Conditions

Provide employees with fair compensation and related welfare measures in accordance with applicable laws and regulations. Equal pay and equal promotion opportunities regardless of gender.



Employee Compensation

To attract and retain outstanding talent, Ace Pillar complies with labor laws and regulations at all major global locations, never falling below the statutory minimum wage, with no differences based on gender, religion, race, nationality, or political affiliation. To provide employees with competitive remuneration policies, salary adjustments are made based on individual education and experience, professional skills, and performance evaluations to ensure employee remuneration aligns with market rates and maintains fairness. Regarding senior executive remuneration, the Remuneration Committee reviews the achievement of annual performance indicators related to remuneration and regulates their annual remuneration during committee meetings.

Ratio of Female to Male Base Salary and Total Remuneration in Taiwan

Job Level	Base Salary	Total Remuneration
Managerial	0.72	0.66
Non-managerial	0.81	0.74

Note The above data represents the average ratio of female to male salary and remuneration for the full year of 2025.

Ratio of Entry-Level Standard Salary to Local Minimum Wage

Item	Gender (Male: Female)	Ratio of Standard Salary to Local Minimum Wage
Average Salary Ratio of Entry-Level Employees	1:1	1

Note 1 The starting salary and remuneration are equal for men and women in the same job level, with a ratio of 1:1.

2 Calculated as entry-level starting salary / statutory minimum wage.

3 Local minimum wage (statutory minimum wage): NT\$28,590 in 2025.

Pension Contribution

Ace Pillar's pension contributions applicable to the years of service of all regular employees prior to the implementation of the "Labor Pension Act" on July 1, 2005, have been fully settled in accordance with the Labor Standards Act. To care for employees' retirement life and promote good labor-management relations, Ace Pillar has adopted a defined contribution system in accordance with the Labor Pension Act, making monthly pension contributions into individual retirement accounts established by employees at the Bureau of Labor Insurance. For employees who voluntarily contribute additional pension amounts, deductions are made from their monthly salaries at the voluntary contribution rate and deposited into their individual retirement accounts at the Bureau of Labor Insurance.

Annual Average and Median Salary of Full-Time Non-Supervisory Employees in Taiwan

Unit: NT\$ Thousands

Item	2023	2024	2025
General Headcount (Persons) (A)	107	108	101
Total Full-Time Compensation (B)	92,275	102,797	92,225
Average Salary (C=B/A)	862	952	913
Median Salary	801	886	878

Note 1 In response to the amendments to the Regulations Governing the Preparation and Filing of Corporate Social Responsibility Reports by TWSE Listed Companies implemented by TWSE since 2019, the median annual salary of full-time non-management employees is disclosed.

2 Annual Salary: Includes total annual base salary and total annual bonus.

3 In 2025, the number of full-time non-managerial employees at Ace Pillar totaled 109; total salary amounted to NT\$92,225 thousand.

Impact Indicators for Changes in Highest Individual Remuneration and Salary Structure

Annual Total Remuneration Ratio = Annual total remuneration of the highest-paid individual in the organization / Median annual total remuneration of all employees (excluding the highest-paid individual)

2024 Ratio

6.25

2025 Ratio

5.27

Annual Total Remuneration Change Ratio = Percentage increase in annual total remuneration of the highest-paid individual in the organization / Percentage increase in median annual total remuneration of all employees (excluding the highest-paid individual)

2024 Ratio

1.58

2025 Ratio

0.84

Note 1 When calculating the annual total remuneration for all employees, the highest-paid individual is excluded.

2 Annual Total Remuneration Ratio = Annual total Remuneration of the highest-paid individual in the organization / Median annual total Remuneration of all employees (excluding the highest-paid individual)

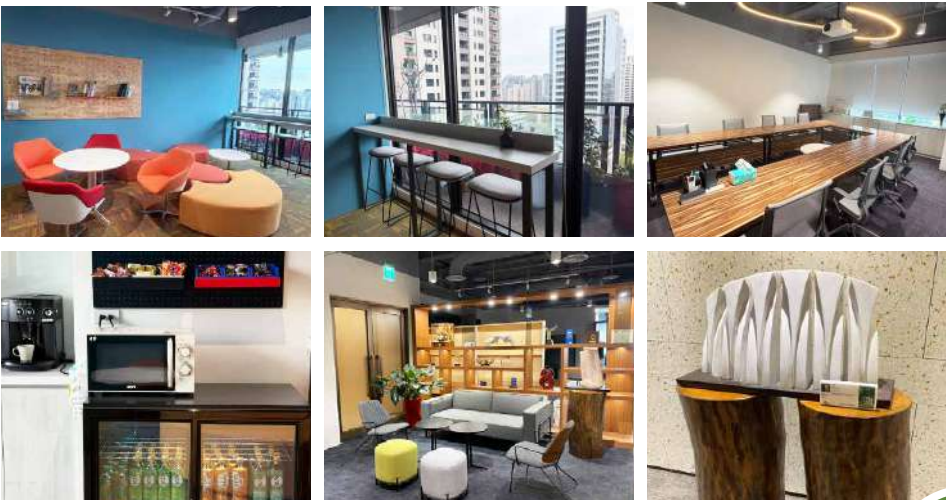
3 Annual total remuneration change ratio = Percentage increase in annual total remuneration of the highest-paid individual in the organization / Percentage increase in median annual total remuneration of all employees



Quality Benefits

One of the Company's management philosophies is "people-oriented." In light of this, we are committed to creating the best working environment for our colleagues. To uphold the concept of building a happy and healthy workplace, we plan diverse employee benefits to allow all colleagues to experience a premium workplace environment and a healthy, happy corporate culture.

Ace Pillar plans diverse employee benefits to allow all colleagues to experience a premium workplace environment and a healthy, happy corporate culture. The Company cares for employees and provides employee benefits that comply with regulations, including health insurance, labor insurance, pension contributions, occupational accident insurance, on-site healthcare services, parental leave, and paternity leave (for male colleagues). Additionally, we also provide various benefits that exceed legal requirements, including Employee Welfare Committee scholarship subsidies, holiday bonuses for Chinese New Year / Dragon Boat Festival / Mid-Autumn Festival, birthday and Labor Day allowances, department gatherings, and the Company also encourages employees to actively participate in various group employee activities and competitions. Furthermore, to help employees enjoy their work more and relieve stress during breaks, the Company also provides free coffee, beverages, and snacks, as well as a flexible work schedule system, hoping that every employee can achieve work-life balance.



Bonuses and Welfare Subsidies

- ✓ Employee Stock Ownership Trust
- ✓ Quarterly Bonus and Year-End Bonus
- ✓ Employee Profit Sharing
- ✓ Three Major Holidays, Birthday, and Labor Day Gifts
- ✓ Children's Scholarship and Subsidy
- ✓ Long-Service Employee Gold Medals
- ✓ Travel Subsidy
- ✓ Birthday Leave



- Employee Stock Ownership Trust: Currently, enrolled employees account for 72.97% of all employees. The enrollment rate of employees from affiliated companies reaches 59.5%. Applicable Scope: Employees of the Company and its affiliates as defined under the Company Act.
- Quarterly Bonus: A quarterly bonus is distributed each quarter to provide immediate rewards to employees with outstanding performance.
- The Employee Welfare Committee distributes gifts for three major holidays, birthdays, and Labor Day.
- Children's Scholarship and Subsidy: Each employee's children, from kindergarten through university, may apply for a scholarship or subsidy every semester. Kindergarten / Elementary School subsidy: NT\$1,500; Junior High School subsidy: NT\$2,000; Senior High School / Vocational School / Five-year Junior College subsidy: NT\$3,000; University subsidy: NT\$3,500. In 2025, a total of NT\$359,000 in subsidies was distributed. For employees' children attending senior high school / vocational school or above through graduate school, those with academic performance and conduct rated Grade A or above 80 points may apply for a scholarship of NT\$2,000 for senior high school / vocational school / five-year junior college, or NT\$2,500 for university / graduate school. In 2025, a total of NT\$58,000 in scholarships was distributed, bringing the combined total of scholarships and subsidies distributed in 2025 to NT\$417,000.
- Long-Service Employee Gold Medals: The company presents gold medals to employees who have served for 10, 20, and 30 years, in recognition of their long-term dedication and contributions.
- The Employee Welfare Committee distributes travel subsidies annually. In 2025, each employee received travel points valued at NT\$5,000.
- Birthday Leave: To enhance employee well-being and attract and retain talent, employees are granted one paid birthday leave day, exceeding the requirements of the Labor Standards Act.



Employee Activities

- ✓ Group Family Day
- ✓ Group Charity Activities:
Beach cleanup, employee-initiated volunteer activities
- ✓ Group Sports Competition Activities
- ✓ Department Dining Activities
- ✓ Group Annual Year-End Banquet Activities

- In 2025, employees and their families from the company and its subsidiaries, along with external association members of TEEIA, were gathered, with a total of 238 participants joining the Ace Pillar Joint Beach Cleanup Activity. Marine waste collected: 440 kg of general waste and 70 kg of recyclable waste, totaling 510 kg.
- Emphasizing employees' physical and mental well-being and encouraging sporting activities, sports competitions are held, including badminton, volleyball, and basketball tournaments.
- The company provides each employee with a dining budget every six months, allowing employees to enjoy meals together with their department colleagues and supervisors, thereby helping employees build connections and cohesion, and fostering a shared sense of belonging within the department.
- Employees participate in the group's annual year-end banquet every year to strengthen communication and interaction with colleagues from affiliated companies, convey the group's corporate values, and build group consensus.



Work Stress Relief and Balance

- ✓ Free Snacks / Beverages / Coffee Supply
- ✓ Bright and comfortable employee lounge area
- ✓ Ergonomic office desks and chairs
- ✓ Flexible Work Hours System

- Free snacks and coffee beverages are provided to energize employees during work.
- Comfortable and cozy office spaces and employee rest areas.
- Ergonomic desks and chairs are thoughtfully provided for employees who sit at their desks for extended periods.
- To accommodate employees' commuting needs, the Company implements flexible working hours: arrival time between 07:30-09:00, and departure time between 16:30-18:00.



Health Care Management

- ✓ On-Site Health and Medical Services
- ✓ Annual Free Health Check-up
- ✓ Implementing workplace violence prevention and awareness campaigns
- ✓ Establishing lactation rooms

- In addition to the legally required monthly medical consultations, health and medical seminars are held on a regular basis. ([For performance, please refer to the Healthy Workplace chapter](#))
- Regardless of age, free annual employee health check-ups exceeding regulatory requirements. ([For performance, please refer to the Healthy Workplace chapter](#))



Employee Feedback

- ✓ Employee Satisfaction Survey
- ✓ Holding four labor-management meetings annually in accordance with regulations

- Starting from 2023, an annual employee satisfaction survey has been conducted, with an average satisfaction score of 4.31. ([For performance, please refer to the Healthy Workplace chapter](#))





Employee Satisfaction Survey

Since 2023, the Company has implemented annual employee satisfaction surveys through online questionnaires to assess employee satisfaction across various workplace aspects and understand employee opinions. The survey covers the Xinzhuang headquarters, Taoyuan, Hsinchu, Taichung, Tainan, and Kaohsiung branch offices, with a total of 25 questionnaire items. All company employees are invited to participate voluntarily through an anonymous online Google Form, with the survey period running from late November to early December 2025. Based on 111 employees in service as of December 2025, a total of 84 employees responded, resulting in a response rate of 75.7%. The overall average satisfaction score is 4.31.

Based on surveys conducted in 2023, 2024, and 2025, the top three areas of employee satisfaction consistently ranked as: direct supervisors, colleague relationships, and sustainable operations. On the other hand, compensation and benefits, work aspects, and learning and development are areas that require further improvement. Ace Pillar will continue to optimize existing benefit programs, plan activities that are both socially responsible and capable of enhancing employee cohesion and engagement, and develop relevant training programs based on the competency requirements of employees' respective positions, with the goal of improving employee workplace satisfaction.



In order to effectively respond to employee feedback, the company plans to implement the following initiatives, aiming to help employees better understand that the company values their opinions and to foster a greater sense of identification and belonging.

- **Providing employees with training and learning opportunities**

The company makes timely adjustments to employees' job content and provides learning opportunities and resources to enhance employees' motivation at work.

- **Reviewing internal work processes**

Reviewing work processes to assess areas for optimization, developing improvement plans with reference to the Group's Continuous Improvement Program (CIP), while also introducing RPA into daily workflows to reduce the time employees spend on repetitive tasks and improve overall work efficiency.

- **Enriching employee benefit resources**

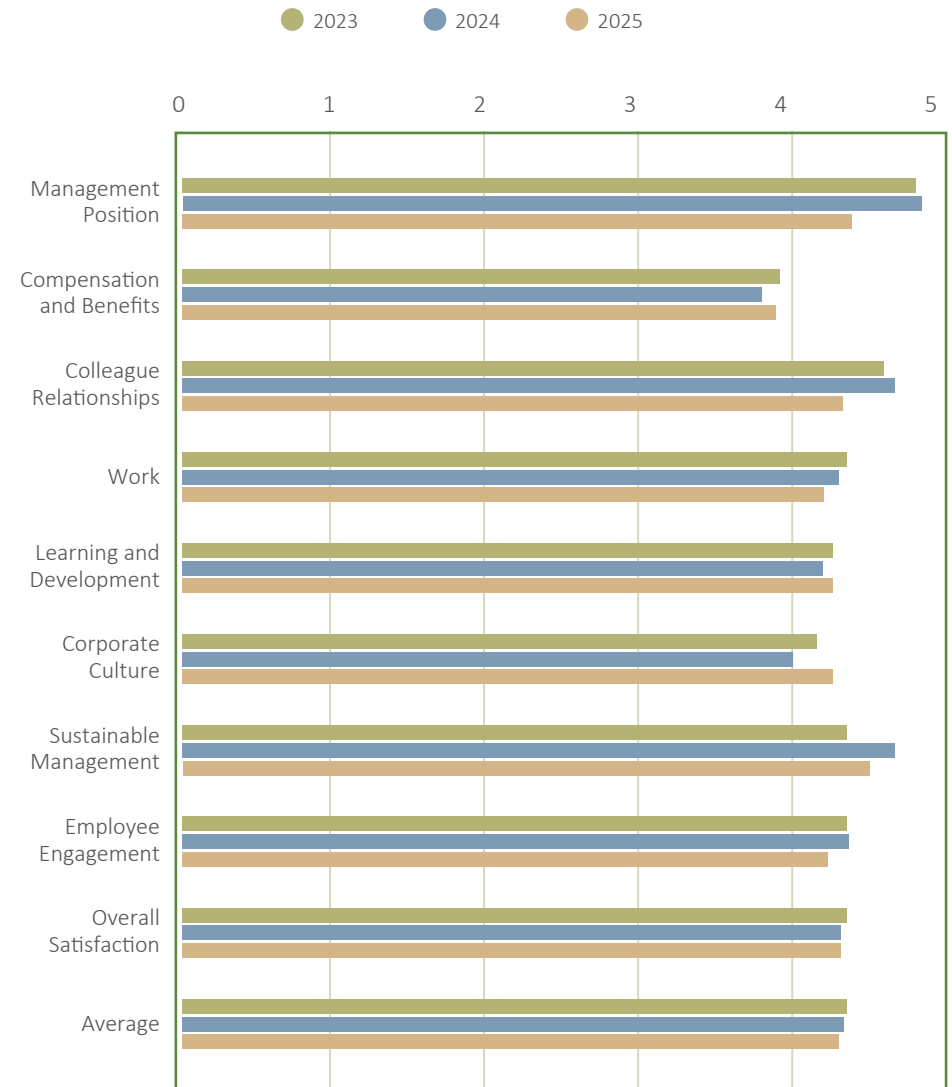
To provide employees with a comprehensive welfare system, and to gain a deeper understanding of employees' voices, offering the welfare items that employees expect. Organizing employee activities and planning employee trips to foster team cohesion and camaraderie, promote cross-departmental communication, and encourage physical and mental relaxation and balance.



Top three dimensions of employee satisfaction surveys aggregated over three years



Year	2023	2024	2025
Management Position	4.89	4.92	4.43
Compensation and Benefits	3.96	3.79	3.92
Colleague Relationships	4.67	4.72	4.33
Work	4.39	4.27	4.20
Learning and Development	4.21	4.16	4.21
Corporate Culture	4.12	4.01	4.23
Sustainable Management	4.39	4.71	4.54
Employee Engagement	4.39	4.40	4.28
Overall Satisfaction	4.39	4.31	4.31
Average	4.38	4.37	4.31





Healthy Workplace

The Company is committed to creating a happy and healthy workplace, insisting that sustainable health management is our commitment to caring for employees, showing concern for their physical and mental well-being, and providing thoughtful healthcare support. Believing that only healthy employees can enhance the company's competitiveness, the company provides comprehensive and thoughtful healthcare activities, allowing all colleagues to experience a high-quality workplace environment and a healthy, happy corporate culture.

The company is also committed to providing a gender-friendly workplace environment. Female employees account for approximately 40% of all staff, and many are women of childbearing age. To this end, the company has formulated a "Workplace Maternal Worker Health Protection Implementation Plan" to establish workplace facilities and systems that are friendly to female employees and maternal health. At the same time, the company provides comprehensive mother-and-baby friendly facilities, places great importance on the balance between employees' work and family care responsibilities, and is committed to creating a warm and caring workplace that supports marriage, childbearing, and family care, offering flexible parental leave and family care leave systems. In addition, the Employee Welfare Committee provides childbirth subsidies, marriage allowances, and scholarships for employees' children. For information on parental leave applications at our company over the past three years, please refer to the [Parental Leave](#) section.

In addition, to support employees in raising children with peace of mind, the company specifically arranges health education consultations between pregnant employees and on-site occupational nurses to help alleviate the anxiety and stress of first-time mothers. At the same time, the Employee Welfare Committee provides childbirth subsidies, scholarships and grants for employees' children, and more. From 2023 to 2025, the number of beneficiaries and the amounts invested in childbirth subsidies, employee children's scholarships, and grants are as follows:

Marriage and Childbirth-Friendly Subsidies		2023	2024	2025
Childbirth Subsidy	Number of People	4 people	3 people	1 people
	Amount	24,000	18,000	6,000
Employee Children's Scholarship	Number of People	9 people	7 people	12 people
	Amount	46,500	35,000	58,000
Employee Children's Scholarship	Number of People	60 people	55 people	56 people
	Amount	349,500	344,000	359,000

Diverse Maternity and Infant-Friendly Measures

Pregnancy Care

Maternal protection measures and policies have been established. Dedicated nursing staff track and care for the physical and mental well-being of pregnant employees throughout their pregnancy, and provide health education on maternal health knowledge.

Implementation of Flexible Working Hours

Employees may adjust their work hours based on their personal circumstances, with the latest arrival time being 9:00 AM. On Fridays, employees may leave as early as 4:00 PM upon completion of their work, allowing colleagues greater flexibility on weekends to balance work and family care.





2025 Health Examination Implementation Status

Planned Number of Health Examinees	Actual Number of Health Examinees	Remarks
109 ^{Note 1}	108	1 expatriate employee did not undergo examination ^{Note 2}

Note 1 This is the planned number of health examinees as of July 2025.

2 The expatriate employee's return to Taiwan in 2025 was brief; therefore, no examination was arranged.

Health Examination: Annual Free Health Examination for All Employees

The Company conducts health examinations that exceed regulatory requirements every year, providing free annual health check-ups for all employees. Employee health examination data is confidential, and only the examined employees themselves will know their results. Based on the health examination results, on-site medical experts are arranged to conduct individual consultations and provide professional medical advice for special cases. At the same time, on-site medical personnel follow up on special cases and high-risk cases, and professional occupational health nurses and physicians analyze and recommend health indicators that should be improved. Up to now, the Company has not experienced any cases of occupational diseases caused by work-related reasons, nor do we engage in any work activities with high risks or high incidence rates of specific diseases.



On-Site Health Services

On-site health services have been introduced since 2022, with professional medical personnel assessing the relationship between the health conditions of protected individuals and their work tasks, conducting health risk assessments for employees with high health risks, and implementing necessary preventive and health promotion measures. This further enhances the analysis and evaluation of employee physical (health) examination results, health management and data retention, as well as follow-up management and health guidance for employees with abnormal health examination results. Case management for workers at risk of maternal health hazards, occupational injury and illness, and related cases.

The cooperative medical institutions providing on-site medical services also strictly comply with the Personal Data Protection Act and sign personal information confidentiality statements to safeguard the confidentiality of employees' personal health examination data. Additionally, when healthcare professionals provide on-site health services at the Company, they must comply with the Occupational Safety and Health Act and Worker Health Protection Regulations, along with other relevant laws.

2025 On-Site Services

On-Site Services	Physician	Occupational Nurse	Total
Service Hours	6	72	78
Consultation Sessions	5	58	63
Lecture Sessions / Hours	2 Sessions / 4 Hours	-	2 Sessions / 4 Hours
Number of Health Knowledge Promotions	-	6	6

Note 1 On-site Medical Service Frequency: Physician three times/year; Nurse three times / month.

2 Health consultations and four major health programs, covering: prevention of ergonomic hazards, maternal health protection, prevention of unlawful infringement, and prevention of abnormal workload.



On-Site Health Lectures

In alignment with the Occupational Safety and Health Act regarding issues such as overwork, maternal health, ergonomics, and unlawful infringement, health knowledge and preventive medicine lectures are arranged to enhance health protection. In 2025, on-site physicians conducted health lectures, with two professional health knowledge sessions held throughout the year. The first session invited a physician to share common trauma management and basic life-saving techniques, reinforcing occupational safety education for workplace injuries, strengthening first aid concepts, and minimizing harm. The second session addressed the topic of unlawful infringement, which should not be overlooked, explaining key concepts and prevention measures to employees through awareness promotion. After medical personnel evaluate employees' health examination reports and the results of monthly routine medical consultation visits, health issues of particular concern that pose risks to employees' physical and mental well-being are incorporated, and corresponding preventive reminders are implemented to ensure the physical and mental health of all employees is fully protected.

Health Education Promotion and Health Promotion Activities

To equip employees with accurate health knowledge, the Company periodically issues internal announcements on healthcare information and preventive health education. In 2025, on-site medical personnel provided health promotional materials to employees on an irregular basis, totaling 6 sessions, covering topics such as low-temperature health precautions, prevention of heat-related injuries, how to maintain gut health, and understanding employment discrimination — encompassing not only health-related content but also other relevant topics.

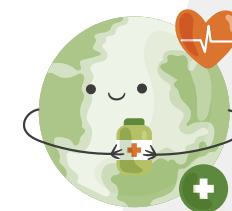
Occupational Safety and Health

To ensure the safety and health of the Company's workers in the workplace, the Company references the ISO 45001 management framework to establish an occupational safety and health system, and formulates the Occupational Safety and Health Management Measures in accordance with Article 12-1 of the Regulations on Occupational Safety and Health Management. Furthermore, to prevent occupational disasters and safeguard the safety and health of all employees, the Company strengthens improvements to occupational safety and health facilities and the work environment in accordance with occupational safety and health management guidelines, implements occupational safety and health management plans to prevent occupational disasters, and sets the goal of achieving zero major occupational disasters. At the same time, regular occupational safety and health education and training programs are also conducted for all new and incumbent employees.

In addition, to ensure proper procedures for internal and external communication during emergency incidents, the Company has established Emergency Incident Reporting Operating Procedures to protect the property and life safety of the Company and related personnel when responding to emergency situations. In 2025, in accordance with the emergency incident reporting guidelines issued by the Group, the subsidiaries Ace Energy, STC, Transpak, Tianjin Ace Pillar, and Suzhou Luoyan were guided and led through emergency incident reporting drills. This assisted subsidiaries under Ace Pillar in accurately following reporting standards when encountering emergency incidents, in order to reduce damage or prevent the escalation of accidents, implement risk management, and provide timely and critical reference information to the Risk Management Committee (RMC) for response and decision-making.

In accordance with the Occupational Safety and Health Act, the Company has appointed Type A Occupational Safety and Health Business Supervisors and Occupational Safety and Health Personnel who, within their authority, direct and supervise the implementation of safety and health management matters, and coordinate and guide relevant personnel in implementation. Meanwhile, in accordance with occupational safety management regulations and plans, to prevent occupational accidents and safeguard the safety and health of all employees, the Company strengthens the improvement of occupational safety and health facilities and work environments based on occupational safety and health management guidelines, prevents occupational accidents, and implements occupational safety and health management plans, with the goal of achieving zero major occupational accidents.

The quarterly performance item assessment and tracking of the Sustainable Development Committee also includes zero workplace accidents as one of the performance management indicators, with quarterly tracking and review and improvement carried out based on actual conditions. Meanwhile, in the event of occupational safety-related emergencies, incident response and handling are conducted in accordance with the Emergency Incident Reporting Procedures, with immediate reporting to the Group.





Occupational Safety and Health Management Plan



- (1) Identification, assessment, and control of work environment or operational hazards.
- (2) Management of machinery, equipment, or instruments.
- (3) Classification, labeling, communication, and management of hazardous chemicals.
- (4) Sampling strategy planning and monitoring of hazardous work environments.
- (5) Process or construction safety assessment of hazardous workplaces.
- (6) Procurement management, contractor management, and change management.
- (7) Safety and health operating standards.
- (8) Periodic inspections, key inspections, operational checkpoints, and on-site patrols.
- (9) Safety and health education and training.
- (10) Management of personal protective equipment.
- (11) Health examination, management, and promotion.
- (12) Collection, sharing, and utilization of safety and health information.
- (13) Emergency response measures.
- (14) Investigation, handling, and statistical analysis of occupational accidents, near-miss incidents, and events affecting physical and mental health.
- (15) Safety and health management records and performance evaluation measures.
- (16) Other safety and health management measures.

Safety and Health Hazard Risk Assessment Process

Ace Pillar references the ISO 45001 management framework PDCA operation to establish environmental, safety, and health assessment criteria. Annual periodic assessments are conducted on risks and opportunities to be addressed, with improvement or control measures proposed, reported and resolved at the Risk Management Committee (RMC), and resource support provided by senior management. When there are changes in equipment, operating procedures, occupational accidents, or corrective measures that need to be implemented for non-conformities, the Company will also conduct hazard identification and risk assessment operations again. Since near-miss incidents are important indicators of potential risks, when occupational accidents occur, the Company immediately activates the occupational safety and health management system according to the emergency incident reporting procedures, responds to the incident and reports to the group in real-time. Subsequently, we also conduct cause investigation and implement corrective and improvement measures, and continue to track and confirm the improvement effects.

Action Results



Occupational Safety, Health, and Wellness Promotion Seminars: Physicians and nurses are engaged to conduct health education and awareness sessions.



Annual Employee Occupational Safety and Health Education and Training



Implementing Zero Workplace Accidents: No major occupational disasters occurred in the company in 2025.



In 2025, our company recorded no cases of occupational diseases.





Safety and Health Education and Training Management

To strengthen the ability of environmental safety and health personnel to stay up to date with occupational safety and health regulations, the company arranges periodic refresher training for occupational safety and health supervisory personnel at external professional institutions in accordance with legal requirements. This ensures timely awareness of trends in occupational safety and health legislation. Internally, through seminars and education and training sessions, the company assists employees in understanding regulations and key implementation points, enhancing their awareness of workplace hazards, fulfilling the responsibility of protecting the health and safety of workplace workers, while also conducting occupational safety and health education and awareness courses for internal employees. Additionally, through continuously arranging safety education training activities, we enhance the emergency response capabilities of every member within the Company to ensure the effectiveness of overall safety protection measures. The Company conducts regular fire drills as required by law.

To ensure warehouse colleagues are equipped with the knowledge and skills required for forklift operation, including the ability to conduct self-inspections and prevent accidents, the Company regularly arranges external special safety and health training for warehouse personnel operating forklifts with a load capacity of one metric ton or above, along with periodic refresher training in compliance

with regulatory requirements. To ensure that all personnel are thoroughly familiar with forklift-related regulations and operational precautions, self-inspection procedures, accident case studies and prevention measures, forklift self-inspection and accident prevention, as well as occupational disaster case analysis and disaster prevention. Furthermore, in accordance with the Labor Health Protection Regulations, the Company has legally appointed two first-aid personnel and regularly arranges professional first-aid refresher training courses for these personnel.

In order to fully protect the health and safety of all workers in the workplace, we place great emphasis on workplace operational safety, implement a 100% no-smoking policy, strengthen education and training, and regularly hold health and medical seminars to enhance crisis awareness and provide employees with correct health knowledge and concepts. To strengthen risk control and implement damage prevention, we conduct at least two fire escape drills per year (once in the first half and once in the second half) in accordance with regulations, and carry out self-defense fire brigade organization training. Through emergency evacuation drills, we enhance colleagues' safety and evacuation knowledge, enabling them to master the correct use of fire extinguishers and fire protection equipment and evacuate as quickly as possible.

Training Program Name	Implementation Method	Number of Trainees	Training Hours	Remarks
Safety and Health Education and Training for New Employees	Internal In-house Training	9	31.5	General
Occupational Safety and Health Education and Training (Annual Training)	Internal In-house Training	107	107	General
Occupational Safety and Health Certification Course (FAE Department)	External Institution Training	13	78	General
Forklift Certification Course	External Institution Training	2	6	Specific
First Aid Personnel Training	External Institution Training	1	3	Specific

Emergency Response - Fire Escape Drills





Embracing the Earth, Caring for Society

Our company has always upheld the management philosophy of "people-oriented" and "recognizing contributions," and with this commitment, we are determined to actively respond to social welfare initiatives. Not only implementing improvements in employees' work environment, but also further extending the concept of caring for society to local communities. Ace Pillar upholds the spirit of being friendly to society, gathering the love and care from numerous employees, combining the Company's strength, and encouraging colleagues to actively participate in various local care programs and employee-initiated activities, thereby concretely implementing corporate social responsibility.

Our company encourages all employees to actively participate in Group ESG-related activities. Continuing the spirit of the 2024 beach cleanup event in caring for the environment, a joint beach cleanup event was held in 2025 by the Ace Pillar Group. In addition to inviting subsidiaries under Losun, the event also called upon external association TEEIA to jointly respond to the cause of protecting the ocean, striving for nature and future generations, and demonstrating our commitment to environmental sustainability through concrete actions. At the same time, our company also encourages colleagues to voluntarily participate in community public welfare volunteer activities. In 2025, our colleagues participated in the Shilin Parent-Child Center public welfare family activity and volunteer services at the Andrew Charitable Foundation, with a total of 8 volunteer participations.

Deeply moved by the severity of the landslide dam disaster at Mataian Creek in Hualien on September 23, 2025, our company called upon Group subsidiaries to raise disaster relief funds. Ace Pillar raised NT\$400,000, Transpak raised NT\$400,000, Ace Energy raised NT\$200,000, and STC raised NT\$200,000, for a combined donation of NT\$1,200,000 to the Ministry of Health and Welfare's "0923 Hualien Mataian Creek Landslide Dam Disaster Relief Project." By combining government and private sector efforts in disaster-related assistance, emergency medical care, and recovery and reconstruction initiatives, everyone contributes what they can — whether financially or through effort — to help affected areas and people overcome difficulties.

2025 Ace Pillar Fleet x TEEIA Joint 100-Person Beach Cleanup Event



- Number of Participants: 238
- Marine Waste Collected:
General waste: 440 kg,
Recyclable waste: 70 kg,
Total: 510 kg
- Volunteer Hours: 714 hrs



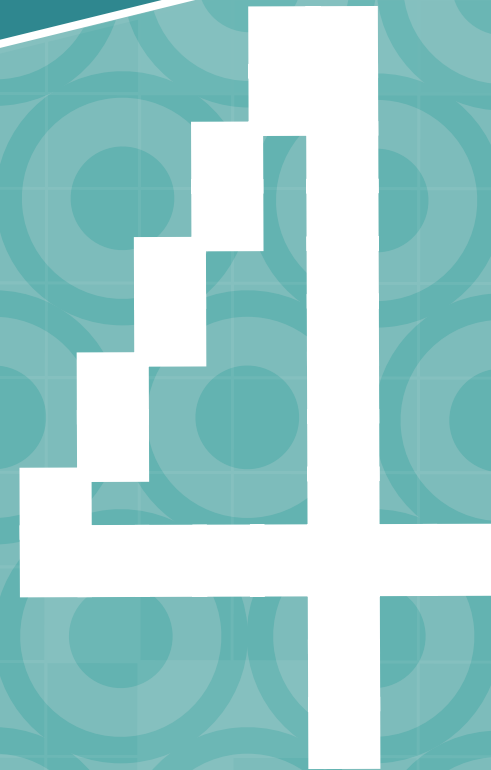


Pursuit of Environmental Sustainability

4-1 Climate Change Action

4-2 Sustainable Environmental Management

4-3 Biodiversity Management





4-1 Climate Change Action

In response to global climate change, in 2024, the Company followed the Task Force on Climate-related Financial Disclosures (TCFD) framework to identify significant risks and opportunities that may impact operations, propose relevant response strategies, and establish sustainable climate-related indicators and targets to create greater benefits and value for the Company.

Assessment Process

Step 1: Climate-related Scenario Resilience Assessment

Types of Climate-related Risks and Opportunities	The Company's Risk and Strategy Assessment Scenarios	Scenario Content
Transition Risks	1.5°C Scenario	As the world moves toward net-zero carbon emissions by 2050, Taiwan released the "Taiwan's Pathway to Net-Zero Emissions in 2050" in March 2022, implementing highly controlled greenhouse gas emissions through four major transitions — "Energy Transition," "Industrial Transition," "Lifestyle Transition," and "Social Transition" — along with two governance foundations: "Technology Research and Development" and "Climate Legislation." In December 2022, the National Development Council announced the phased targets and key strategies for 2050 net-zero transition, proposing a Nationally Determined Contribution (NDC) emission reduction target of "24%±1%" by 2030, which may impact the operations of the Company and its value chain.
	Taiwan's Pathway to Net-Zero Emissions in 2050	
Opportunities	Taiwan's 2030 Nationally Determined Contribution (NDC)	Under the very high greenhouse gas emissions scenario (SSP5-8.5), climate change is expected to intensify future changes in average temperature, extreme heat, annual total rainfall, annual maximum single-day rainfall intensity, annual maximum consecutive dry days, and the proportion of severe typhoons, potentially creating operational impacts on the Company and its value chain.
	Taiwan Climate Change Response Act	
Physical Risk	The worst-case global warming scenario (SSP5-8.5) in the Sixth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC)	

Step 2: Assess Operational and Environmental Impacts

The Company has established a Sustainable Development Committee responsible for formulating sustainability strategies, promoting ESG-related initiatives, and regularly conducting climate risk and opportunity assessments under the TCFD framework. Every year, together with the Risk Management Committee (RMC), meetings are held to identify and track climate change risks and opportunities, and annual progress reports are submitted to the Board of Directors. The Board is responsible for overseeing implementation and coordinating relevant departments to conduct operational risk assessments in accordance with requirements such as the Paris Agreement, 2050 net-zero emission targets, and the competent authority's Climate Change Response Act.





Step 3: Identify Climate Risks and Opportunities

Members organized by the Risk Management Committee (RMC) and the ESG Task Force jointly identify climate risks and opportunities and develop corresponding responses for the short, medium, and long term.



Energy-Saving Benefits

| Unit: Human Resources | Category: Physical Risk | Dimension: Resource Efficiency

Risk / Opportunity Description		Potential Financial Impact	
By implementing energy-saving measures to reduce corporate water and electricity expenditures, carbon tax expenses are expected to decrease in the medium term.		Through energy-saving measures, water and electricity costs are reduced while simultaneously lowering carbon emissions, thereby reducing future carbon tax costs and operational expenditures.	
Internal: Corporate Internal Controls / Outlook and Possible Directions		External: Corporate External Controls / Outlook and Directions	
- Smart automated scheduled shutdown of office lights and air conditioning. - Smart one-touch master switch to reduce the possibility of increased energy consumption caused by missed power shutoffs. - Gradually phase out and replace aging electrical equipment to improve efficiency and reduce energy consumption.		- Periodically track market energy-saving and carbon-reduction equipment. - Build a high-quality ESG corporate image to gain more cooperation opportunities.	
Short-term Goals / Targets 2026		Mid-term Goals / Targets 2030	Long-term Goals / Targets 2050
- Establish internal corporate energy-saving targets. - Hold quarterly meetings of the Sustainable Development Committee to review energy usage status. - Hold quarterly meetings of the Risk Management Committee (RMC) to review potential risk factors.		Regularly disclose relevant indicator performance in the ESG Sustainability Report.	Maintain long-term tracking of various indicators, striving to reduce corporate operating costs and mitigate risks arising from carbon taxes.

**Impact of extreme climate on workforce management
(environmental health and employee safety)**

| Unit: Human Resources | Category: Physical Risk | Dimension: Acute

Risk / Opportunity Description		Potential Financial Impact	
Extreme climate causes damage to the office environment, exposing employees to hazardous working conditions.		Extreme weather events may cause damage to office environments, resulting in repair costs, property losses, and potential impacts on employee commuting, which could lead to forced declines in revenue.	
Internal: Corporate Internal Controls / Outlook and Possible Directions		External: Corporate External Controls / Outlook and Directions	
- Regular evacuation drills to respond to various potential disasters. - Establish a comprehensive emergency notification mechanism to ensure proper response when hazards occur.		- Periodically track external risk information and internally review the company's internal conditions. - Periodically participate in risk forums organized by the group or external parties. - Regularly participate in group risk meetings.	
Short-term Goals / Targets 2026		Mid-term Goals / Targets 2030	Long-term Goals / Targets 2050
- Convene once per quarter: Risk Management Committee (RMC) - Complete once every half year: Evacuation Drill - Complete once per year: Fire Safety Equipment Inspection and Maintenance		- Assess whether locations are situated in risk-vulnerable areas when relocating offices. - When renovating, incorporate risk factors such as seismic resistance and waterproofing into the consideration of renovation materials.	- Develop relocation plans for locations with higher risk coefficients. - Develop renovation plans for locations with aging interiors.



Relevant Domestic and International Regulatory Requirements

| Unit: Finance | Category: Transition Risks | Dimension: Policies and Regulations

Risk / Opportunity Description		Potential Financial Impact	
Domestic and international sustainability regulatory requirements are constantly evolving and require proactive responses; otherwise, the company may be subject to relevant penalties.		- In response to government regulations, annual costs for compiling sustainability reports, education and training, and other related expenses will increase. - The government's promotion of carbon tax policies will lead to increased operating costs. - To comply with the sustainability labels or specifications required by suppliers or customers, additional costs must be incurred to meet their standards.	
Internal: Corporate Internal Controls / Outlook and Possible Directions		External: Corporate External Controls / Outlook and Directions	
- Establish a dedicated sustainability unit, strengthen employees' sustainability awareness, and regularly promote the company's sustainability policies. - Increase the number of sustainability-related professionals and conduct periodic education and training to enhance relevant expertise. - Use key personnel to drive broader engagement, enhance management-level sustainability expertise, and supervise grassroots sustainable development.		- Participate in externally organized seminars or professional sharing events as needed to keep abreast of policy trends and regulatory developments. - Optimize operational management through participation in professional education and training and knowledge acquisition.	
Short-term Goals / Targets 2026		Mid-term Goals / Targets 2030	Long-term Goals / Targets 2050
- Monitor domestic and international regulatory developments. - Cultivate sustainability professionals. - Implement various self-defined sustainability and environmental management systems and reduction actions annually within the Risk Management Committee (RMC).		Place importance on sustainability standards and specifications from original manufacturers and customers as a reference basis for promoting sustainability management.	- Expand social engagement and corporate sustainability influence to facilitate greater cooperation opportunities. - Comply with domestic and international sustainability policy and regulatory standards to align closely with international sustainability issues and gain more opportunities.

**Digital Energy Management and Low-Carbon Transition Solutions**

| Unit: Technology | Category: Opportunities | Dimension: Products / Services

Risk / Opportunity Description		Potential Financial Impact	
With the government's carbon fee collection and supply chain decarbonization requirements, corporate demand for "energy forecasting" and "carbon footprint automation" is surging. Developing low-energy hardware and automated carbon inventory tools can transform regulatory pressure into a market-leading advantage.		• Revenue Growth: By providing low-carbon equipment compliant with ISO 14067 (Product Carbon Footprint) standards, the proportion of green supply chain orders is expected to increase by 15–20%. • Cost Savings: By internally implementing automated monitoring systems, electricity waste and maintenance labor costs are expected to be reduced by 5–10%.	
Internal: Corporate Internal Controls / Outlook and Possible Directions		External: Corporate External Controls / Outlook and Directions	
• Plan to install remote power and temperature sensors to monitor data equipment, enabling unmanned automated monitoring and recording, and to clearly confirm the temperature and humidity status of each location in real time. The related technologies will be refined and matured to be offered as commercial services to customers, creating business opportunities. • Hold regular Risk Management Committee (RMC) meetings to report monitoring data, conduct reviews and improvements, and reduce exposure to risk factors.		• Provide customers with mature automated technology services to create collaboration opportunities. • Participate periodically in supplier technical seminars to absorb new knowledge and enhance service quality.	
Short-term Goals / Targets 2026		Mid-term Goals / Targets 2030	Long-term Goals / Targets 2050
• Hold quarterly meetings of the Sustainable Development Committee to review energy usage status. • Convene once per quarter: Risk Management Committee (RMC), to report monitoring data results.		• Participate in various education and training programs to enhance service quality and provide customers with more comprehensive services.	• Maintain service quality and continuously strive to provide the best technical services in the industry, creating greater revenue for the enterprise.

**Changes in Customer Consumption Behavior**

| Unit: Sales | Category: Transition Risks | Dimension: Market

Risk / Opportunity Description		Potential Financial Impact	
As customers increase their reliance on low-carbon products to comply with regulatory requirements, this may lead to changes in customer consumption behavior.		• Timely provide customers with low-carbon products they seek in compliance with regulations, thereby increasing operating revenue. • Lay out relevant low-carbon products early to increase customer dependency.	
Internal: Corporate Internal Controls / Outlook and Possible Directions		External: Corporate External Controls / Outlook and Directions	
• Participate in vendors' new product launch events and review whether there are products related to sustainability issues. • Promote the introduction of newly designed energy-saving equipment internally to capitalize on business opportunities amid the sustainability trend. • Understand the internal energy-saving and carbon-reduction practices and results of the enterprise, which can be applied to clients to create opportunities.		• Regularly visit customers to understand their needs. • Periodically participate in seminars, product launches, and other meetings organized by vendors.	
Short-term Goals / Targets 2026		Mid-term Goals / Targets 2030	Long-term Goals / Targets 2050
• Held once a week: Weekly Meeting. Review whether existing products meet current market demands. • Irregularly scheduled each year: Training to strengthen employees' awareness of sustainability.		• Provide intelligent automation solutions and integration services. • Provide customers with whole-plant building renovation and equipment performance optimization services.	• Meet various customer needs, achieve mutual prosperity, and create outstanding revenue performance.

**Strengthen Inventory Temperature Control Management**

| Unit: Warehousing | Category: Physical Risk | Dimension: Long-term

Risk / Opportunity Description		Potential Financial Impact	
Under extreme weather or abnormally high temperature conditions, the quality and stability of inventory may be affected.		Sustained high temperatures may cause stored products to deteriorate, directly resulting in sales losses, and may require write-offs or significant price reductions, further eroding gross profit.	
Internal: Corporate Internal Controls / Outlook and Possible Directions		External: Corporate External Controls / Outlook and Directions	
• Conduct accurate market demand forecasting to avoid excess or insufficient inventory. • Regularly monitor temperature and humidity conditions at the facility. • Regularly hold risk management meetings to track warehousing risk profiles.		• Strengthen suppliers' awareness of and responsibility for temperature control risks to ensure products meet standards. • Periodically track domestic and international warehousing models as references to improve existing solutions.	
Short-term Goals / Targets 2026		Mid-term Goals / Targets 2030	Long-term Goals / Targets 2050
• Conduct regular monthly temperature recording and monitoring of existing inventory. • Hold quarterly meetings of the Sustainable Development Committee to absorb new knowledge on sustainability issues. • Hold quarterly meetings of the Risk Management Committee (RMC) to review potential risk factors		• Install automated unmanned temperature control equipment at each facility to ensure the precision and stability of inventory temperature control. For example, using advanced temperature control monitoring equipment, smart sensors, etc. • Develop or add real-time unmanned remote alert systems to reduce the probability of product damage.	• Based on short- and medium-term experience, market demand, seasonal changes, and weather forecasts, intelligently and systematically adjust inventory levels with precision to avoid excess or shortage of inventory and reduce the risk of expired or unsold goods.



Energy-saving Products

| Unit: Product | Category: Opportunities | Dimension: Products / Services

Risk / Opportunity Description		Potential Financial Impact	
Expanding the agency and sales of energy-saving and carbon-reduction related products to increase revenue.		In response to the international sustainability trend and the promotion of government policies, catering to market demand, there is potential to increase sales opportunities and thereby increase revenue.	
Internal: Corporate Internal Controls / Outlook and Possible Directions		External: Corporate External Controls / Outlook and Directions	
• Modularize energy-saving products to maximize their benefits. • Develop optimal system integration and energy-saving solutions. • Education and training to strengthen energy-saving knowledge (product features and applications). • Co-develop with original manufacturers to enhance product performance and reduce costs.		• Target industries with the greatest energy-saving needs (elevators / air conditioning and rubber & plastic manufacturers...) for promotion. • Assist customers in planning optimal energy-saving solutions and implementing their use. • Regularly assist in tracking and monitoring equipment energy-saving status. • Expand successful cases to gain more opportunities for customer collaboration.	
Short-term Goals / Targets 2026		Mid-term Goals / Targets 2030	Long-term Goals / Targets 2050
• Convene the Risk Management Committee (RMC) once per quarter to review the current status of supply chain risks. • Conduct market surveys on an irregular basis to confirm whether products sufficiently meet market demands. • Hold monthly departmental meetings to confirm supply and demand conditions across market segments and discuss potential risks.		• Expand from individual products to intelligent automation across entire production lines. • Sales of low energy consumption products for entire plants.	• Leverage successful cases (energy-saving results) to further expand adoption to more customers and suppliers.

**Communication disruption during business days caused by extreme weather events**

| Unit: Information | Category: Physical Risk | Dimension: Acute

Risk / Opportunity Description		Potential Financial Impact	
- Employees are unable to work normally and must use the internet and communication tools to complete their work. - Network system anomalies prevent connection to the system, making it impossible to effectively process work data. - IT equipment malfunction, unable to provide immediate maintenance.		- Inability to communicate normally with customers, resulting in failure to receive orders; goods receipt and dispatch cannot be effectively processed through IT equipment, potentially causing losses in operating costs. - Operational information reports cannot be generated smoothly, causing work delays and affecting operations.	
Internal: Corporate Internal Controls / Outlook and Possible Directions		External: Corporate External Controls / Outlook and Directions	
- Strengthen drills for Work From Home (WFH) operational procedures. - Strengthen employees' awareness of information security. - Regularly test the availability of backup network lines.		- Continuously monitor the development of cloud technology and research network system optimization. - Confirm the network and system risk management measures of partner vendors.	
Short-term Goals / Targets 2026		Mid-term Goals / Targets 2030	Long-term Goals / Targets 2050
- Convene the Risk Management Committee (RMC) once per quarter to track information security-related risks. - Conduct annual reviews to assess the adequacy of backup network lines.		Migrate on-premises equipment to the cloud to reduce the risk of hardware failure.	Establish an off-site backup system for switchover use.



4-2 Sustainable Environmental Management

Sustainability Vision and Environmental Strategy Goals

In the process of driving sustainable transformation, Ace Pillar regards the sustainable use of resources and social responsibility as important cornerstones of corporate governance. To strengthen the ESG management framework, in addition to publishing this Sustainability Report, the Company has simultaneously initiated greenhouse gas inventory and third-party verification procedures. The progress and results of these initiatives are incorporated into a quarterly reporting mechanism and regularly presented to the Board of Directors to ensure that related operations are transparent, traceable, and continuously optimized.

Work Items	Ace Pillar	Consolidated Company
Establishing the number of dedicated (part-time) units and personnel, and defining their scope of responsibilities	✓	✓
Conducting education and training for inventory team members	✓	✓
Completion of greenhouse gas inventory (Before December 2025)	✓	✓
Completion of external verification (Before December 2027)	✓	1 company completed, completion rate 7.7%. Expected to be completed in September 2027.

Note As of December 2025, the greenhouse gas inventory and assurance schedule for the Company's individual and consolidated reporting entities and consolidated subsidiaries.

Energy Management

Item	Value	Unit
(1) Total energy consumed	752.59	Gigajoules (GJ)
(2) Percentage grid electricity	90.57	%
(3) Percentage Renewable	0	%



(1) Definition of Total Energy Consumption

Includes purchased energy and self-generated energy. Scope covers direct fuel use (company vehicles), purchased electricity, heating, cooling, and steam energy.



(2) Unit Conversion

Fuels and biofuels should be calculated using Higher Heating Value (HHV); electricity (kWh) must be converted to GJ, where 1 kWh = 0.0036 GJ.



(3) Definition of Renewable Energy

- Refers to sources whose replenishment rate is greater than or equal to their consumption rate (e.g., geothermal, wind, solar, hydro, biomass).
- Includes: self-generated renewable energy, purchased renewable energy (if the PPA explicitly includes Renewable Energy Certificates (RECs) or Guarantees of Origin (GOs)), and Green-e certified products.
- Key condition: RECs or GOs must be retained or retired / cancelled by the entity and must not be sold in order to be counted toward the renewable energy percentage.
- Excludes: the renewable energy mix (Grid mix) in the grid that cannot be controlled or influenced by the entity.



Energy Use and Conservation

Electricity Consumption

Ace Pillar operates primarily from office premises and a Logistics Center. Total electricity consumption in 2025 was 189,344 kWh, an increase of approximately 5,162 kWh compared to 184,182 kWh consumed in the previous year, 2024. The main reason was that the standalone box-type water-cooled air conditioning units at the Logistics Center suffered poor cooling efficiency and significantly increased power consumption due to direct sunlight exposure in the morning and evening. Therefore, in addition to continuing to improve the ventilation efficiency of warehouse storage shelves in the coming year, the company will avoid the morning and evening sun exposure factors by alternately starting and stopping the individual air conditioning units within the facility that are unaffected, combined with fans to effectively distribute cool air to each area in order to reduce temperature and electricity consumption.

However, if warehouse (Logistics Center) electricity consumption is excluded, the Xinzhuang (Operations Headquarters) location reduced electricity consumption by 3,346 kWh in 2025 compared to 2024, following improvements to the air conditioning pipelines and control systems across various departments. As a result, the company plans to conduct an inventory of aging, low-efficiency air conditioning systems at each operating location in 2026, replacing them one by one and cleaning the air conditioning pipelines to reduce air conditioning load, thereby achieving the dual benefits of energy conservation and a healthier workplace.

2025 Annual Total Electricity Consumption

189,344 kWh

2025 Annual Total Electricity Consumption

Increase 5,162 kWh

Energy-Saving Targets (Based on 2024 electricity intensity of 179.87 kWh per million NTD in revenue)

Progress Timeline	Target	Target Calculation Formula
Short-term (Goals to be Achieved Each Year)	2% reduction in electricity consumption compared to the 2024 baseline 2026 electricity intensity target: reduction of 3.60 kWh	Electricity Intensity: Total Annual Electricity Consumption / Annual Revenue (Million NTD)
Medium-term (Goals to be Achieved by 2040)	16% reduction in electricity consumption compared to the 2024 baseline 2040 electricity intensity target: reduction of 28.78 kWh	Electricity Intensity: Total Annual Electricity Consumption / Annual Revenue (Million NTD)
Long-term (Goals to be Achieved by 2050)	26% reduction in electricity consumption compared to the 2024 baseline 2050 electricity intensity target: reduction of 46.77 kWh	Electricity Intensity: Total Annual Electricity Consumption / Annual Revenue (Million NTD)

Note Annual Revenue (Million NTD) refers to the individual revenue of Ace Pillar.



Implementation Plan

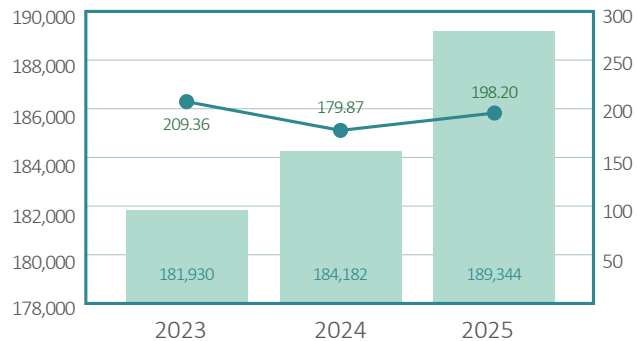
Precision Implementation of Energy Management System (EMS): Prioritize the installation of smart temperature control modules for office and warehouse air conditioning equipment. The system can automatically adjust air conditioning temperature and airflow based on indoor/outdoor temperature differences, sunlight conditions, and employee working hours to achieve optimal operational efficiency. Such smart management measures are expected to deliver an additional 5%–10% energy-saving benefit, while enhancing the precision and management transparency of energy use.

Electricity consumption in the office environment is mainly concentrated in air conditioning and lighting equipment; energy efficiency is continuously improved through equipment upgrades and space optimization. This includes: increasing natural daylighting to reduce daytime artificial lighting demand, and installing occupancy sensors in low-utilization areas to automatically turn off unnecessary lighting.

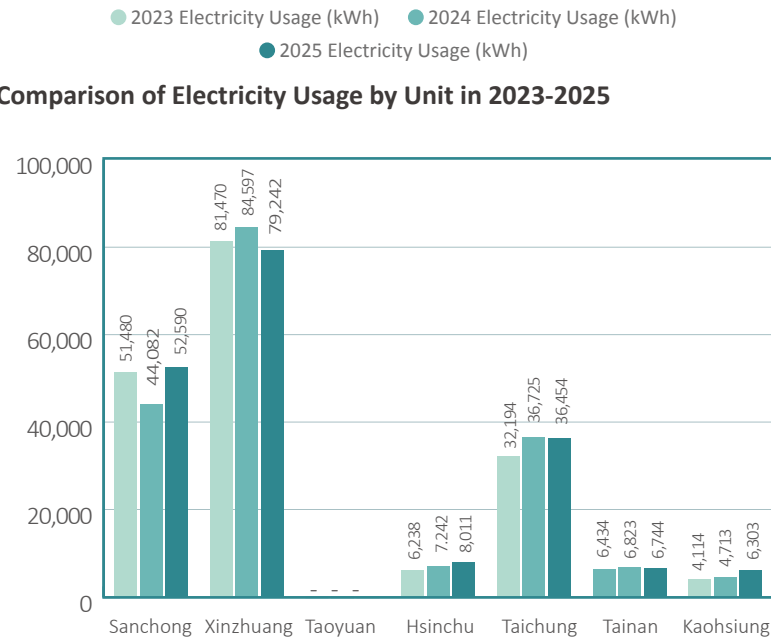
Standardization of air conditioning temperature management measures and improvement of air conditioning usage efficiency — the company uniformly manages the set temperature of all air conditioners at 25–26°C, and improves indoor air circulation to enhance cooling efficiency. An air conditioning operation policy has also been established, with air conditioners fixed to shut down at 19:00 daily to reduce unnecessary energy consumption. Making effective use of the existing heat exchanger system to improve indoor/outdoor air exchange efficiency, reduce indoor carbon dioxide concentration, and alleviate fatigue caused by poor air quality.

Electricity Analysis

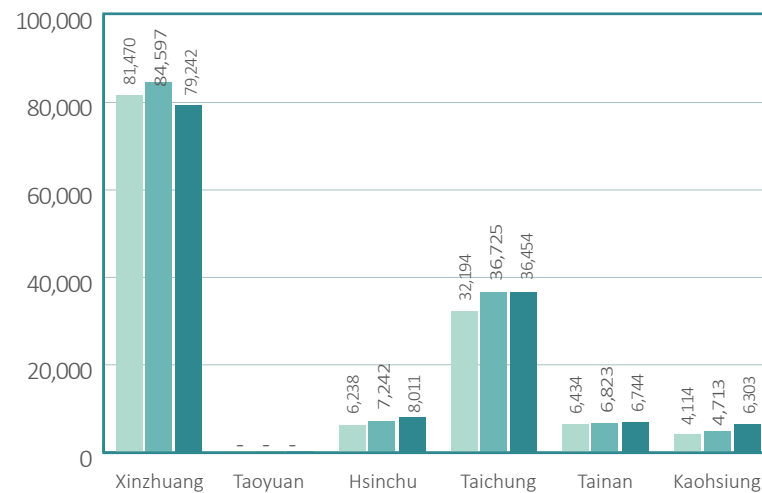
● Total Electricity Consumption (kWh) ● Electricity intensity (per million revenue)



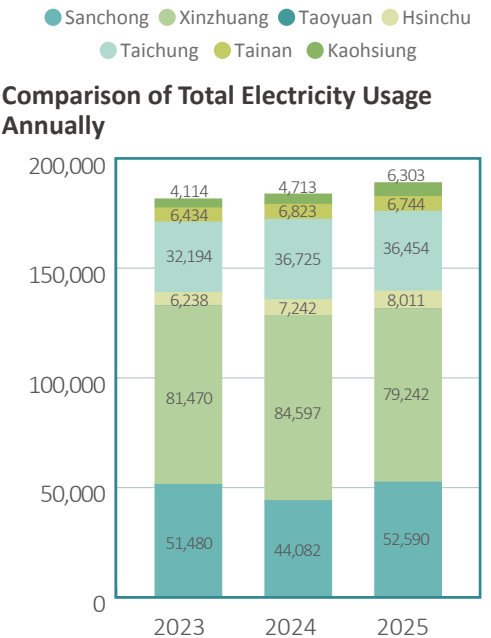
Comparison of Electricity Usage by Unit in 2023-2025



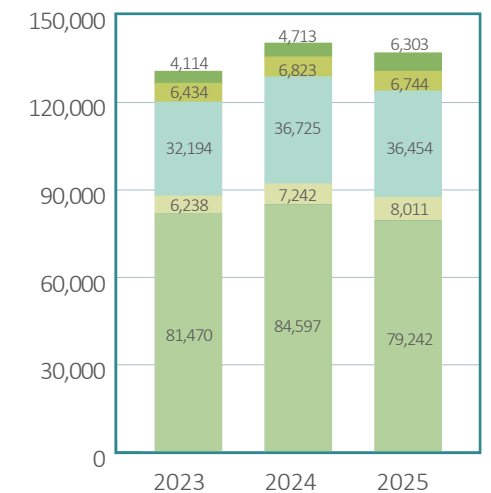
Comparison of Electricity Usage by Unit Excluding Warehouse (Logistics Center) in 2023-2025



Comparison of Total Electricity Usage Annually



Comparison of Total Annual Electricity Usage Excluding Warehouse (Logistics Center)





Related Measures

Creating a sustainable office environment with efficient natural daylighting

Promoting a digital energy-saving culture to reduce energy consumption of information equipment

Gradually increasing the proportion of green electricity usage and advancing long-term renewable energy deployment

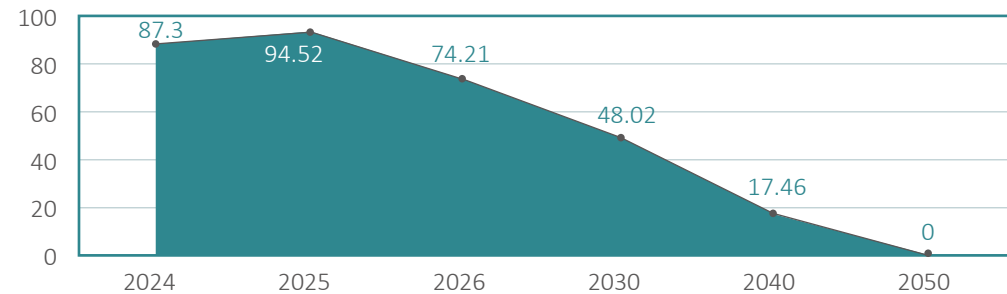
Establishing a smart energy governance mechanism



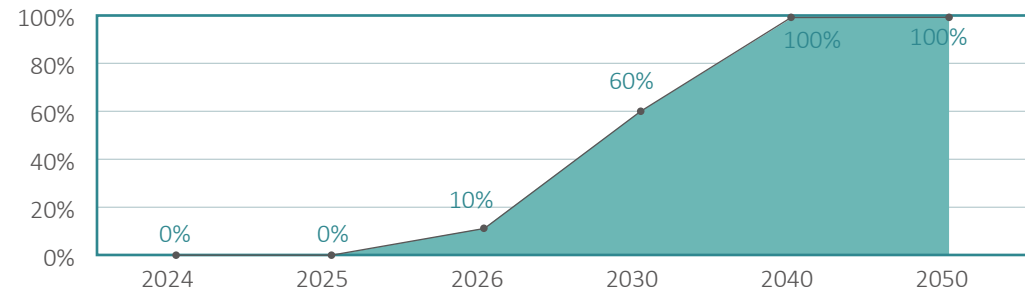
2040 Net-Zero Carbon Emission Target Strategy Implementation Actions

Carbon Reduction Roadmap

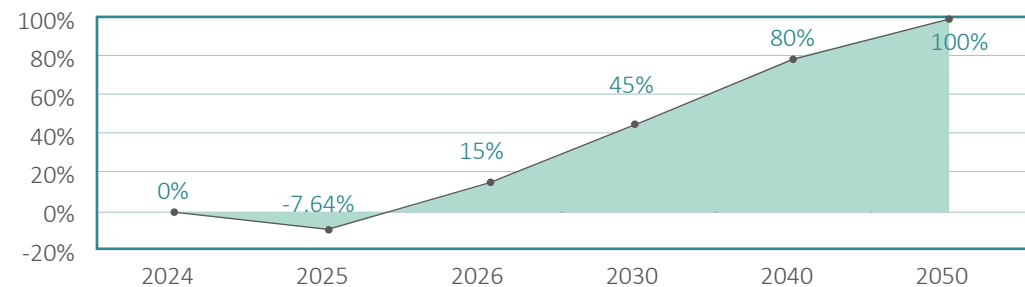
ACE PILLAR – Carbon Emissions (Scope 1 & 2)



ACE PILLAR – Renewable Energy (RE) Ratio



ACE PILLAR – Carbon Emission Reduction Ratio (Scope 1 & 2)



Note In response to the reclassification of emission source identification, the carbon emission information for Category 1 & Category 2 has been restated.



2025 Greenhouse Gas Inventory Boundary and Methodology Change Description

The Company is committed to enhancing the transparency and completeness of climate information disclosure. The following major adjustments have been made to the disclosure scope and calculation methodology for the 2025 greenhouse gas emission data, and this statement is provided to ensure data comparability.

Greenhouse Gas Inventory Boundary Differences

The greenhouse gas inventory data in this year's ESG Report primarily discloses information for "Ace Pillar as an individual entity." In order to implement Qisda Group's climate governance, the Company has also gradually expanded the inventory boundary to a "consolidated operational boundary" covering 13 affiliated enterprises. Therefore, the total greenhouse gas emissions and assurance statement disclosed in the Appendix Assurance Statement cover a broader scope than the financial and operational boundaries of other chapters in this Report.

Reclassification of Emission Source Identification

In line with the expansion of the Group boundary and standardization, the Company has re-examined various emission sources. Regarding fuel consumption for "employee personal vehicles used for business purposes," since such vehicles are not assets owned by the Company or under its operational control, starting from 2025, these emissions have been reclassified from Scope 1 (Category 1: Direct Greenhouse Gas Emissions) to Scope 3 (Category 3: Indirect Greenhouse Gas Emissions – Employee Business Travel).

Base Year Recalculation and Historical Data Restatement

In response to the aforementioned reclassification of "personal vehicles used for business purposes," and in order to maintain a comparable baseline for historical greenhouse gas emission data (consistency principle), the Company has retroactively restated past greenhouse gas emission data in accordance with its internal "Base Year Recalculation Policy." After recalculation, the proportion of Scope 1 in historical data has decreased, with a corresponding increase in Scope 3. Please refer to the figures in this year's Report for the updated values.

In accordance with Qisda Group's plan, the Company is currently on track to gradually expand the consolidated greenhouse gas inventory boundary to Scope 3 by 2026, with priority disclosure expected to cover upstream and downstream transportation activities such as employee business travel, customer visits, and outbound shipments from the Logistics Center. Once the inventory data is complete, further analysis and improvement measures will be proposed based on significant items.

Emission Reduction Commitment Targets

Ace Pillar follows the Qisda Group's related target-setting and commits to: Achieving RE10 for renewable energy by 2026, RE30 by 2030, and RE100 by 2040, and reducing Category 1 and Category 2 greenhouse gas emissions by 45% by 2030.

Short-term

Renewable energy ratio of 10% by 2026; 15% reduction in Category 1 and Category 2 emissions by 2026, totaling a reduction of 13.10 metric tons of CO₂ equivalent (CO₂e).

Mid-term

Renewable energy ratio of 30% by 2030; 45% reduction in Category 1 and Category 2 emissions by 2030, totaling a reduction of 39.29 metric tons of CO₂ equivalent (CO₂e).

Long-term

Renewable energy ratio meeting RE100 requirements by 2040; achieving net-zero carbon emissions by 2050.

Current Status

Renewable energy usage in 2025 is 0%; combined Category 1 and Category 2 greenhouse gas emissions have increased by 8.27%.



Greenhouse Gas Emissions

As global warming and extreme climate risks continue to rise, Ace Pillar, although not a high-carbon-emission industry, still regards environmental responsibility as a key pillar of sustainable governance, and proactively assesses the potential impact of its operational activities on climate change. In 2024, the Company re-adjusted its energy management and greenhouse gas inventory base year, and completed greenhouse gas emission inventories and registry establishment for each operational site in accordance with the standard frameworks set forth by ISO 14064-1 and the GHG Protocol.

The 2025 inventory scope covers Scope 1 and Scope 2 emissions under ISO 14064-1:2018, and has been verified by a third party to ensure data transparency and reliability. The company's major emission sources include: purchased electricity used in office operations (CO₂ generated from the power generation process), gasoline combustion emissions from private vehicles used for business purposes, and greenhouse gas emissions caused by refrigerant leakage.

Based on the inventory results, the company's total Scope 1 and Scope 2 emissions in 2025 were approximately 94.52 metric tons CO₂e, an increase of 8.27% compared to 87.30 metric tons CO₂e in 2024. The emission intensity also rose from 0.085 metric tons CO₂e in 2024 to 0.099 metric tons CO₂e, an increase of approximately 16.47%. Compared to 2024, the increase in carbon emissions was

mainly attributable to electricity consumption at the Sanchong Logistics Center and the high power usage of aging air conditioning equipment at branch offices. Combined with a decline in operating revenue compared to the same period, emission intensity also increased by approximately 16.47%. In response to the rise in emissions, the company will continue to strengthen its climate action management strategy and plans to optimize its operating model as a key direction for future carbon reduction. To reduce unnecessary operational emissions, in addition to regulating lighting usage hours at each business location, the minimum temperature setting for air conditioning units has been restricted to 26°C. The operating status of existing air conditioning equipment is being re-evaluated, and aging equipment is being progressively replaced with high-energy-efficiency systems to minimize electricity waste. While reducing direct and indirect emissions, the company will also continuously improve emission intensity through enhanced operational efficiency and revenue growth, serving as one of the core strategies for implementing sustainable governance and strengthening ESG performance, effectively driving carbon reduction outcomes at the operational level and establishing a more solid management foundation for the company's ESG performance.

Emission Sources

Direct Emissions

01

- Fuel used in company vehicles
- Refrigerants in drinking water equipment
- Gas leakage from fire extinguishers,
- Refrigerants in refrigerators and air conditioners

02

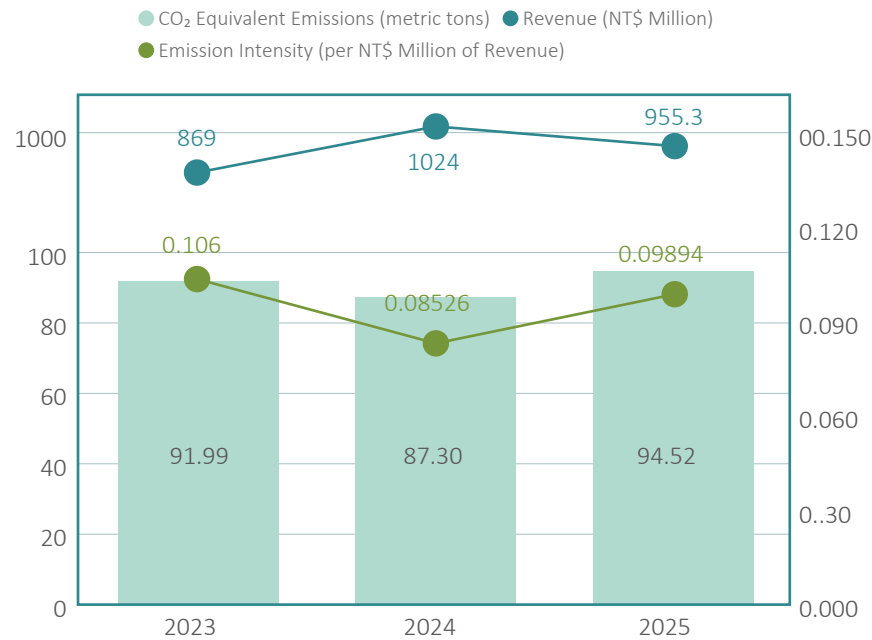
Energy Indirect Emissions

- Purchased electricity





Annual Total Greenhouse Gas Emissions



Unit: Metric Tons CO₂e

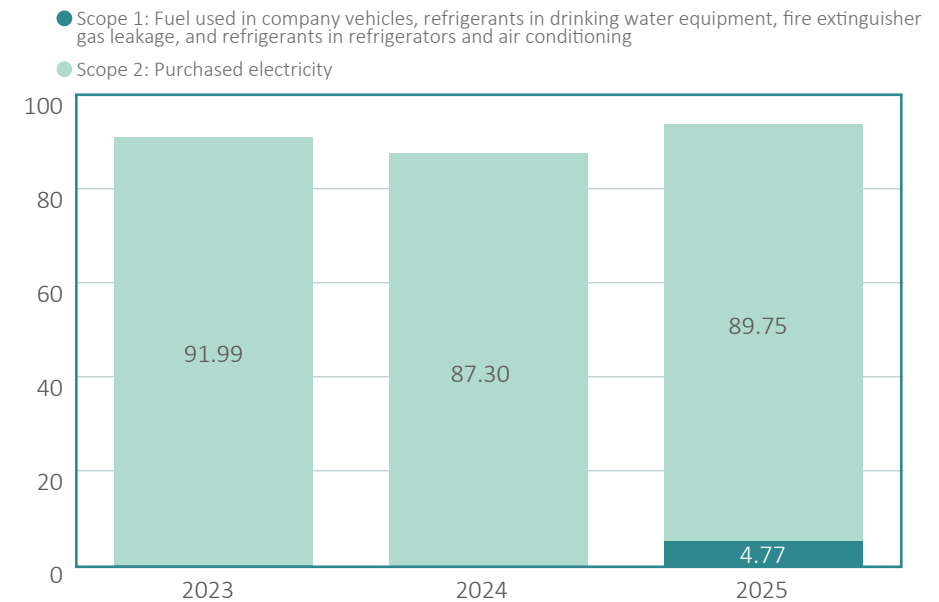
Note 1 In response to the reclassification of emission source identification, carbon emission data for Scope 1 & Scope 2 has been restated.

2 The data represents Ace Pillar's self-conducted inventory of Scope 1 and Scope 2 greenhouse gas emissions within the organization, including: office electricity, company vehicle fuel (gasoline), and refrigerant leakage.

3 Annual revenue (in millions of NTD) refers to the individual entity revenue of Ace Pillar.



Annual Greenhouse Gas Emission Comparison Chart



Note 1 In response to the reclassification of emission source identification, carbon emission data for Scope 1 & Scope 2 has been restated.

2 Calculation method for Scope 1 emissions from fuel used in company vehicles

Among the company's Scope 1 emissions, greenhouse gas emissions from company vehicles are calculated by multiplying the annually declared volume in kiloliters (2.0745 kiloliters) by the corresponding carbon emission factors and summing the results. The emission calculation adopts a standard methodology. Assuming the total annual gasoline consumption is N (kiloliters), the formula for calculating annual CO₂e emissions (metric tons/year) is as follows:

Annual CO₂e Emissions = N × CO₂ Emission Factor + N × CH₄ Emission Factor × GWP + N × N₂O Emission Factor × GWP

The GWP (Global Warming Potential) values are based on internationally published figures from IPCC 2021 (AR6). This calculation method complies with ISO 14064-1 and international inventory practices, ensuring the completeness and traceability of emission information.

3 Calculation method for purchased electricity (Scope 2) emissions

The company's Scope 2 emissions are calculated by multiplying the total annual operational electricity consumption indicated on Taiwan Power Company bills (190.128 thousand kWh) by the applicable electricity emission factor for the corresponding year. Assuming annual electricity consumption is E (thousand kWh), the annual CO₂e emissions (metric tons/year) are calculated using the following formula:

Annual CO₂e Emissions = E × Annual Electricity Emission Factor

The electricity emission factors for each year are based on the values announced by Taipower:

- 2023 0.494 kg CO₂e / kWh
- 2024 0.474 kg CO₂e / kWh

- 2025 As the annual emission factor has not yet been announced, the previous year's (2024) emission factor of 0.474 kg CO₂e / kWh is used temporarily for calculation.

This calculation method follows the GHG Protocol and ISO 14064-1 standards, and aligns with the national electricity emission factor announcements to maintain consistency and governance transparency in inventory data.



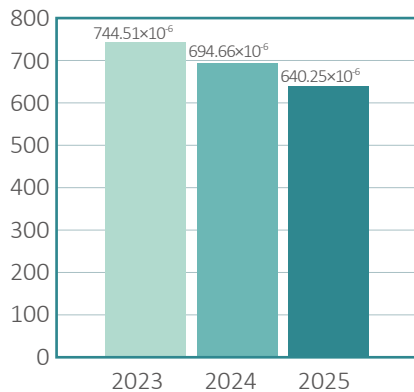
Water Resource Management

The company has no factories or process water usage. Overall water demand primarily comes from the air conditioning circulation system at the Logistics Center and the daily use by employees at various business locations. All water is supplied by the public water utility. The total water consumption across all operational locations in 2025 was 640.25×10^6 million cubic meters, a decrease of 54.41×10^6 million cubic meters compared to 694.66×10^6 million cubic meters in 2024, representing a reduction of approximately 3%. Upon verification, the reduction was mainly due to abnormal water consumption caused by aging restroom pipelines at the Tainan business location in 2024. The pipeline repair and replacement was completed at that location in 2024, resulting in a reduction of approximately 59×10^6 million cubic meters in water consumption in 2025 compared to the previous year. Going forward, the company will continue to inventory the water usage conditions of equipment at each operational location and plan to gradually replace aging equipment to improve water use efficiency and implement water resource conservation management.

Year	Total Consumption	Number of Employees	Per Capita Consumption
2023	744.51×10^6	118	6.31×10^6
2024	694.66×10^6	115	6.04×10^6
2025	640.25×10^6	111	5.77×10^6

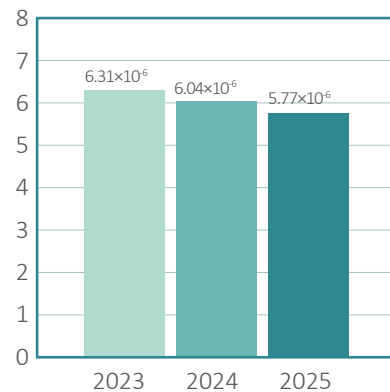
Unit: Million Cubic Meters

Company-wide Total Water Consumption Comparison for 2023–2025



Unit: Million Cubic Meters

Per Capita Water Consumption Comparison for 2023–2025

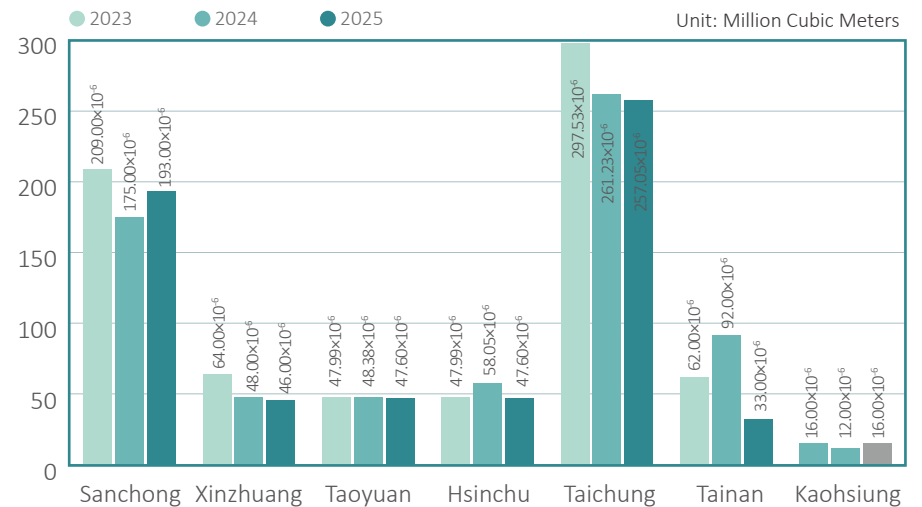


Unit: Million Cubic Meters

Business Location	2023	2024	2025
Total Water Consumption by Business Location	535.51×10^6	519.66×10^6	447.25×10^6
Per Capita Water Usage at Each Branch Office	5.05×10^6	5.05×10^6	4.43×10^6
Total Water Usage at Logistics Centers	209.00×10^6	175.00×10^6	193.00×10^6
Per Capita Water Usage at Logistics Centers	17.42×10^6	17.50×10^6	19.30×10^6

Unit: Million Cubic Meters

Water Usage Comparison Across Units for 2023–2025



Water resources are not inexhaustible. As global warming and extreme climate events continue to intensify, water scarcity has become a critical environmental issue worldwide. Guided by the spirit of corporate sustainable development, our company places great importance on the protection of natural resources and is committed to fulfilling our environmental responsibilities, balancing operational needs with the long-term sustainability of our planet. To improve water use efficiency, we continuously promote water conservation measures and have set 2024 as the base year, establishing a continuous improvement target of reducing per capita water consumption by 1% annually, taking concrete action to contribute to environmental protection.



Waste Management

In 2025, the company continued to promote resource circulation and waste reduction management, with pallets and packaging materials being the primary recycling items. Pallets used in logistics operations have been fully recovered and reintroduced into the distribution process, achieving a high rate of circular reuse. However, packaging materials still contain composite materials such as fine plastic fragments and plastic film that are difficult to reuse, making it challenging to supply them back to upstream or downstream partners as shipping packaging. For such materials, the company employs feasible methods for sorting and reuse—some plastics are repurposed as filling materials, while the remaining non-reusable materials are processed for recycling in accordance with regulations, in order to reduce the environmental impact of waste. Through the above measures, the company successfully achieved its established resource circulation management goals, not only improving waste handling efficiency but also effectively reducing the environmental burden, demonstrating the company's ongoing commitment to promoting a circular economy and environmental sustainability.



Achievement Status of Self-Defined Indicators for Waste Recycling Management

Indicator	Total Weight	Recycled and Reused Weight	Recycling Rate	Short-Term Targets	Achievement Level	2030 Target	2050 Target	Corresponding SDGs
2023 Total Waste (metric tons)	13.66	13.39	98.0%	90%	Achieved	97%	Zero Waste	SDG 6、14
2024 Total Waste (metric tons)	15.39	15.12	98.2%	91%	Achieved	97%	Zero Waste	SDG 6、14
2025 Total Waste (metric tons)	12.00	11.73	97.8%	92%	Achieved	97%	Zero Waste	SDG 6、14

Item	2023	2024	2025	Description
Proportion of Recyclable and Reusable Waste (%) ^{Note}	98.0%	98.2%	97.8%	2023 data statistics begin from March
1.Recyclable and Reusable Waste- Pallets (metric tons)	12.52	14.46	9.21	
2.Recyclable and Reusable Waste- Packaging Materials (metric tons)	0.87	0.66	2.52	
3.Non-Recyclable and Non-Reusable Waste- Others (metric tons)	0.27	0.27	0.27	

Note Calculation method: All recyclable and reusable waste (1+2) / Total waste (1+2+3)

As a professional and trustworthy distributor, the Company has always upheld the core philosophy of cherishing the Earth's resources and actively fulfills its corporate social responsibility. Going forward, the Company will continue to gradually reduce carbon emissions and water resource consumption through energy use optimization, operational process adjustments, and equipment efficiency improvements, thereby strengthening the alignment between operations and the environment. At the same time, the Company will closely monitor global sustainable development trends and low-carbon transition requirements, evaluate and introduce more energy-saving and environmental management measures, and progressively increase the proportion of renewable energy usage. By promoting the above actions, the Company will continue to fulfill its sustainable development goals, reduce the environmental impact of its operations, and strengthen its long-term resilience and commitment to ESG development.



Biodiversity Management

Biodiversity conservation is one of the major global issues of the 21st century and the foundation of sustainable human development. Ace Pillar adheres to Qisda headquarters' commitment in response to the United Nations Sustainable Development Goals (SDG 15) to protect forest ecosystems and halt the loss of biodiversity, continuously stabilizing the impact on biodiversity across the value chain, and follows the no-deforestation and biodiversity commitments issued by Qisda headquarters, which are disclosed publicly.

Management Policy

Ace Pillar operates primarily from offices, a Logistics Center, and regional sales offices. As a light-asset, high-value-added solution provider, the company has no land development activities, no manufacturing processes, and no factory premises. Although the Company's direct land-use footprint is extremely limited, as a distributor of automation control, semiconductor equipment, and green energy products, the Company recognizes that the upstream manufacturing processes of the equipment it distributes involve metals, electronic components, and precision mechanical parts, and that the extraction of raw materials for these products may indirectly impact biodiversity.

The loss of global biodiversity has been identified as a systemic risk, and the Kunming-Montreal Global Biodiversity Framework (GBF) has established targets for corporate disclosure and management of nature-related impacts by 2030. The Company follows GRI 101: Biodiversity 2024 requirements to conduct a systematic assessment of its own operations and supply chain, and makes the following disclosures.

Policies and Commitments

None of Ace Pillar's operational sites conduct activities on important biodiversity sites. Nevertheless, we place great importance on the ecological resources in our surroundings, and propose avoidance, restoration, and offset measures to address the impacts of our operational activities on biodiversity around our operational sites.

We comply with local regulations and conduct regular monitoring, working together with customers, suppliers, and partners (academic research institutions, local communities, and NGOs) to contribute to forest ecosystems and biodiversity. In line with Qisda headquarters' commitment to avoiding and minimizing biodiversity impacts, we actively engage in ecological restoration, and apply the No Net Loss (NNL) principle to maximize restoration of residual impacts. Qisda headquarters aims to achieve a Net Positive Impact (NPI) on biodiversity by 2050, while terminating any form of deforestation (No Gross Deforestation).

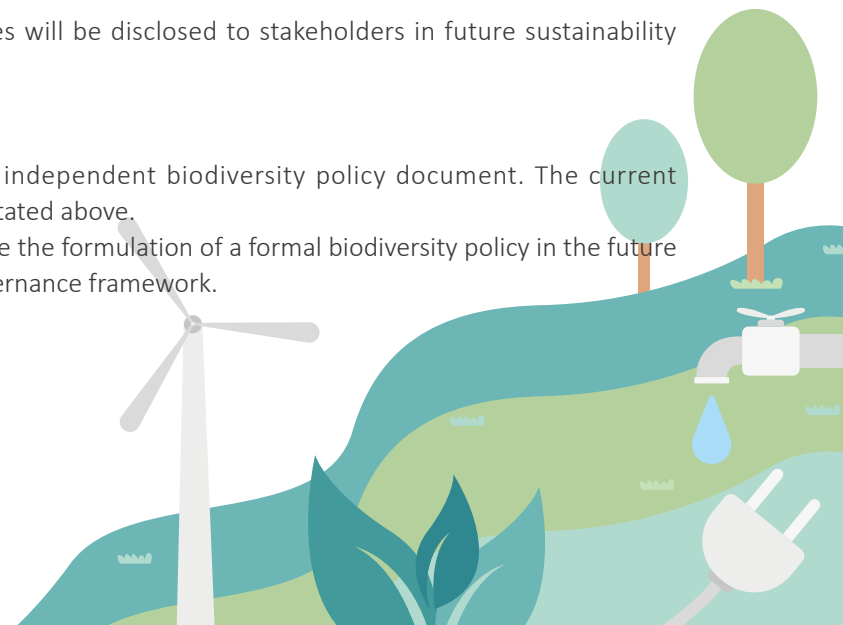
In this regard, Ace Pillar also follows Qisda headquarters in incorporating biodiversity operations into the scope of sustainability management:

1. A biodiversity policy and action plan will be developed in the future and incorporated into sustainability topics for regular reporting to the Board of Directors.
2. Biodiversity issues will be incorporated into risk management assessments in the future.
3. The scope of biodiversity management will be confirmed in the future, and management objectives and indicators will be established.
4. Biodiversity-related inputs and outcomes will be disclosed to stakeholders in future sustainability reports.

Note:

The Company has not yet established an independent biodiversity policy document. The current disclosures are based on the commitments stated above.

The Company plans to progressively complete the formulation of a formal biodiversity policy in the future and incorporate it into the sustainability governance framework.





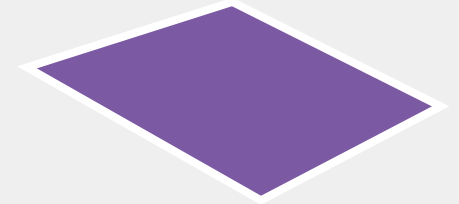
Appendix

5-1 GRI Index

5-2 Sustainability Accounting Standards SASB Index

5-3 Independent Third-Party Assurance Statement

5-4 Listed Company Climate-Related Information Index





5-1 GRI Index

Statement of Use

Statement of Use	Ace Pillar Co., Ltd. has reported in accordance with the GRI Standards for the period from January 1, 2025 to December 31, 2025.
GRI 1 Used	GRI 1: Foundation 2021
Applicable GRI Sector Standards	No applicable GRI Sector Standards

GRI 2 General Disclosures 2021				
Indicator	Disclosure Items	Corresponding Section	Page Number	Remarks
Organization and Reporting Practices				
2-1	Organizational Details	Preface, About This Report	5	
2-2	Entities Included in the Organization's Sustainability Reporting	Preface, About This Report	5	
2-3	Reporting Period, Frequency, and Contact Point	Preface, About This Report	5	
2-4	Data Restatement	Preface, About This Report	5	
2-5	External Assurance	Preface, About This Report	5	
Activities and Workers				
2-6	Activities, Value Chain, and Other Business Relationships	Preface, About This Re-port	5	
2-7	Employees	3-1 Employee Overview	68	
2-8	Non-Employee Workers	3-1 Employee Overview	68	



GRI 2 General Disclosures 2021

Indicator	Disclosure Items	Corresponding Section	Page Number	Remarks
Governance				
2-9	Governance Structure and Composition	1-1 Corporate Governance	28	
2-10	Nomination and Selection of the Highest Governance Body	1-1 Corporate Governance	28	
2-11	Chair of the Highest Governance Body	1-1 Corporate Governance	28	
2-12	Role of the Highest Governance Body in Overseeing Impact Management	1-1 Corporate Governance	28	
2-13	Person Responsible for Impact Management	1-1 Corporate Governance	28	
2-14	Role of the Highest Governance Body in Sustainability Reporting	1-1 Corporate Governance	28	
2-15	Conflicts of Interest	1-1 Corporate Governance	28	
2-16	Communication of Critical Concerns	1-1 Corporate Governance	28	
2-17	Collective Knowledge of the Highest Governance Body	1-1 Corporate Governance	28	
2-18	Performance Evaluation of the Highest Governance Body	1-1 Corporate Governance	28	
2-19	Remuneration Policies	1-1 Corporate Governance	28	
2-20	Process for Determining Remuneration	1-1 Corporate Governance	28	
2-21	Annual Total Remuneration Ratio	3-3 Building a Happy and Healthy Workplace	79	





GRI 2 General Disclosures 2021

Indicator	Disclosure Items	Corresponding Section	Page Number	Remarks
Strategies, Policies, and Practices				
2-22	Statement on Sustainable Development Strategy	Preface, Sustainability Strategy Roadmap	10	
2-23	Policy Commitments	Preface, Sustainability Strategy Roadmap	10	
2-24	Embedding Policy Commitments	Preface, Sustainability Strategy Roadmap	10	
2-25	Processes for Remediation of Negative Impacts	Preface, MMaterial Topic Management Policy		
2-26	Mechanisms for Seeking Advice and Raising Concerns	1-3 Implementing Ethical Business Conduct and Legal Compliance	41	
2-27	Regulatory Compliance	1-3 Implementing Ethical Business Conduct and Legal Compliance	41	
2-28	Membership in Industry Associations and Organizations	1-1 Corporate Governance	28	
Stakeholder Engagement				
2-29	Stakeholder Engagement Policy	Preface, Stakeholder and Material Topic Identifications	13	
2-30	Collective Agreement	-	-	Ace Pillar has no collective agreement
GRI 3 Material Topics 2021				
3-1	Process for Determining Material Topics	Preface, Stakeholder and Material Topic Identifications	13	
3-2	List of Material Topics	Preface, Stakeholder and Material Topic Identifications	13	
3-3	Material Topic Management	Preface, Stakeholder and Material Topic Identifications	13	



Specific Topics: Economic

GRI 3-3 Material Topics: Financial Performance

Indicator	Disclosure Items	Corresponding Section	Page Number	Remarks
GRI 201 Economic Performance 2016				
201-1	Direct Economic Value Generated and Distributed	1-2 Financial Performance	35	
201-2	Financial Implications and Other Risks and Opportunities Due to Climate Change	4-1 Climate Change Action	93	
201-3	Defined Benefit Plan Obligations and Other Retirement Plans	3-3 Building a Happy and Healthy Workplace	79	
201-4	Financial Assistance Received from Government	-	-	The Company has not received any financial assistance from the government
GRI 202 Market Presence 2016				
202-1	Ratio of Standard Entry-Level Wage by Gender to Local Minimum Wage	3-3 Building a Happy and Healthy Workplace	79	
202-2	Proportion of senior management hired from the local community	3-3 Building a Happy and Healthy Workplace	79	
GRI 203 Indirect Economic Impacts 2016				
203-1	Infrastructure investment and services supported and impacts	-	-	
203-2	Significant indirect economic impacts	-	-	
GRI 204 Procurement Practices 2016				
204-1	Proportion of spending on local suppliers	2-2 Sustainable Supply Chain Management	62	
GRI 3-3 Material Topics: Integrity and regulatory compliance				
GRI 205 Anti-corruption 2016				
205-1	Operations assessed for risks related to corruption	1-3 Implementing Ethical Business Conduct and Legal Compliance	41	
205-2	Communication and Training on Anti-Corruption Policies and Procedures	1-3 Implementing Ethical Business Conduct and Legal Compliance	41	
205-3	Confirmed Incidents of Corruption and Actions Taken	1-3 Implementing Ethical Business Conduct and Legal Compliance	41	

**Specific Topics: Economic****GRI 3-3 Material Topics: Integrity and regulatory compliance**

Indicator	Disclosure Items	Corresponding Section	Page Number	Remarks
GRI 206 Anti-Competitive Behavior 2016				
206-1	Legal Actions for Anti-Competitive Behavior, Anti-Trust, and Monopoly Practices	-	-	
GRI 207 Tax 2019				
207-1	Tax Policy	1-2 Financial Performance	35	
207-2	Tax Governance, Control, and Risk Management	1-2 Financial Performance	35	
207-3	Stakeholder Engagement and Management on Tax-Related Issues	-	-	
207-4	Country-by-Country Reporting	-	-	

Topic-Specific: Environment

Indicator	Disclosure Items	Corresponding Section	Page Number	Remarks
GRI 101 Biodiversity 2024				
101-1	Policies for Stopping and Reversing Biodiversity Loss	4-3 Biodiversity Management	111	
101-2	Management of Biodiversity Impacts	4-3 Biodiversity Management	111	
101-3	Access and Benefit Sharing	4-3 Biodiversity Management	111	
101-4	Identification of Biodiversity Impacts	4-3 Biodiversity Management	111	
101-5	Sites with Biodiversity Impacts	-	-	Not Applicable: No qualifying sites near business locations



Topic-Specific: Environment

Indicator	Disclosure Items	Corresponding Section	Page Number	Remarks
GRI 101 Biodiversity 2024				
101-6	Direct Drivers of Biodiversity Loss	-	-	Not Applicable: No qualifying sites near business locations
101-7	Changes in Biodiversity Status	-	-	Not Applicable: No qualifying sites near business locations
101-8	Ecosystem Services	-	-	Not Applicable: No qualifying sites near business locations
GRI 301 Materials 2016				
301-1	Weight or volume of materials used	-	-	
301-2	Use of recycled and reused materials	-	-	
301-3	Reclaimed products and their packaging materials	4-2 Sustainable Environmental Management	102	
GRI 302 Energy 2016				
302-1	Energy consumption within the organization	4-2 Sustainable Environmental Management	102	
302-2	Energy consumption outside of the organization	-	-	
302-3	Energy intensity	-	-	
302-4	Reduction of energy consumption	-	-	
302-5	Reductions in energy requirements of products and services	-	-	
GRI 303 Water and Effluents 2018				
303-1	Energy consumption within the organization	4-2 Sustainable Environmental Management	102	
303-2	Management of water discharge-related impacts	4-2 Sustainable Environmental Management	102	
303-3	Water Withdrawal	-	-	
303-4	Water Discharge	-	-	
303-5	Water Consumption	4-2 Sustainable Environmental Management	102	



Topic-Specific: Environment

GRI 3-3 Material Topics: Energy and greenhouse gas management

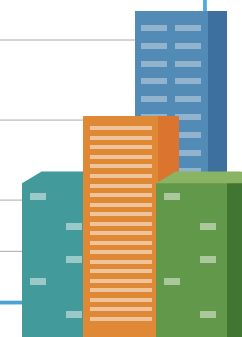
Indicator	Disclosure Items	Corresponding Section	Page Number	Remarks
GRI 305 Emissions 2016				
305-1	Direct (Scope 1) Greenhouse Gas Emissions	4-2 Sustainable Environmental Management	102	
305-2	Energy Indirect (Scope 2) Greenhouse Gas Emissions	4-2 Sustainable Environmental Management	102	
305-3	Energy Indirect (Scope 2) Greenhouse Gas Emissions	4-2 Sustainable Environmental Management	102	Category 3 (Employee Business Travel / Personal Vehicle for Business Use) = 269.54 tCO ₂ e (2025), historical data has been retrospectively restated
305-4	Other Indirect (Scope 3) Greenhouse Gas Emissions	4-2 Sustainable Environmental Management	102	Not included in the current as-surance scope
305-5	Greenhouse Gas Emissions Reduction	4-2 Sustainable Environmental Management	102	
305-6	Emissions of Ozone-Depleting Substances (ODS)	-	-	Not applicable: The Company does not emit ozone-depleting sub-stances (ODS)
305-7	Greenhouse gas emissions reduction of nitrogen oxides (NOx), sulfur oxides (SOx), and other signifi-cant gas emissions	-	-	Not applicable: The company does not emit nitrogen oxides (NOx), sulfur oxides (SOx), or other significant gases
GRI 306 Waste 2020				
306-1	Waste generation and significant waste-related impacts	-	-	
306-2	Management of significant waste-related impacts	-	-	
306-3	Waste generated	-	-	
306-4	Waste diverted from disposal	-	-	
306-5	Waste directed to disposal	-	-	
GRI 306 Effluents and Waste 2016				
306-3	Significant spills	-	-	No related incidents oc-curred
GRI 308 Supplier Environmental Assessment 2016				
308-1	Using Environmental Criteria to Screen New Suppliers	-	-	Environmental criteria have not yet been incorporated into screening conditions
308-2	Negative Environmental Impacts in the Supply Chain and Actions Taken	-	-	Environmental criteria have not yet been incorporated into screening conditions



Topic-Specific: Social

GRI 3-3 Material Topics: Talent attraction and retention

Indicator	Disclosure Items	Corresponding Section	Page Number	Remarks
GRI 401 Employment 2016				
401-1	New Employee Hires and Employee Turnover	3-1 Employee Overview	68	
401-2	Benefits Provided to Full-Time Employees (Excluding Temporary or Part-Time Employees)	3-3 Building a Happy and Healthy Workplace	79	
401-3	Parental Leave	3-3 Building a Happy and Healthy Workplace	79	
GRI 402 Labor / Management Relations 2016				
402-1	Minimum Notice Period Regarding Operational Changes	3-3 Building a Happy and Healthy Work-place	79	
GRI 3-3 Material Topic: Occupational Health and Safety				
GRI 403 Occupational Health and Safety 2018				
403-1	Occupational Health and Safety Management System	3-3 Building a Happy and Healthy Workplace	79	
403-2	Hazard Identification, Risk Assessment, and Incident Investigation	3-3 Building a Happy and Healthy Workplace	79	
403-3	Occupational Health Services	3-3 Building a Happy and Healthy Workplace	79	
403-4	Worker Participation, Consultation, and Communication on Occupational Health and Safety	3-3 Building a Happy and Healthy Workplace	79	
403-5	Worker Training on Occupational Health and Safety	3-3 Building a Happy and Healthy Workplace	79	
403-6	Worker Health Promotion	3-3 Building a Happy and Healthy Workplace	79	
403-7	Prevention and Mitigation of Occupational Health and Safety Impacts Directly Linked to Business Relationships	3-3 Building a Happy and Healthy Workplace	79	
403-8	Workers Covered by the Occupational Health and Safety Management System	3-3 Building a Happy and Healthy Workplace	79	
403-9	Occupational Injuries	3-3 Building a Happy and Healthy Workplace	79	
403-10	Occupational Diseases	3-3 Building a Happy and Healthy Workplace	79	



**Topic-Specific: Social****GRI 3-3 Material Topics: Talent attraction and retention**

Indicator	Disclosure Items	Corresponding Section	Page Number	Remarks
GRI 404 Training and Education 2016				
404-1	Average hours of training per employee per year	3-2 Learning and Development	73	
404-2	Programs for upgrading employee skills and transition assistance programs	3-2 Learning and Development	73	
404-3	Percentage of employees receiving regular performance and career development reviews	3-2 Learning and Development	73	
GRI 405 Diversity and Equal Opportunity 2016				
405-1	Diversity of governance bodies and employees	3-1 Employee Overview	68	
405-2	Ratio of female to male base salary and remuneration	3-3 Building a Happy and Healthy Workplace	79	
GRI 406 Non-discrimination 2016				
406-1	Incidents of discrimination and corrective actions taken by the organization	3-3 Building a Happy and Healthy Workplace	79	
GRI 407 Freedom of Association and Collective Bargaining 2016				
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	-	-	
GRI 408 Child Labor 2016				
408-1	Child Labor 2016	3-3 Building a Happy and Healthy Workplace	79	
GRI 409 Forced or Compulsory Labor 2016				
409-1	Significant risks of forced or compulsory labor at operations and suppliers	3-3 Building a Happy and Healthy Workplace	79	
GRI 410 Security Practices 2016				
410-1	Security personnel trained in human rights policies or procedures	-	-	
GRI 411 Rights of Indigenous Peoples 2016				
411-1	Incidents of violations involving rights of indigenous peoples	Appendix		No such incidents occurred



Topic-Specific: Social

GRI 3-3 Material Topics: Talent attraction and retention

Indicator	Disclosure Items	Corresponding Section	Page Number	Remarks
GRI 413 Local Communities 2016				
413-1	Operations with local community engagement, impact assessments, and development programs	-	-	
413-2	Operations with significant actual or potential negative impacts on local communities	-	-	
GRI 414 Supplier Social Assessment 2016				
414-1	New suppliers that were screened using social criteria	2-2 Sustainable Supply Chain Management	62	
414-2	Negative social impacts in the supply chain and actions taken	2-2 Sustainable Supply Chain Management	62	
GRI 415 Supplier Social Assessment 2016				
415-1	Political contributions	-	-	
GRI 416 Customer Health and Safety 2016				
416-1	Assessment of the health and safety impacts of product and service categories	-	-	
416-2	Incidents of non-compliance with regulations concerning the health and safety of products and services	1-3 Implementing Ethical Business Conduct and Legal Compliance	41	
GRI 417 Marketing and Labeling 2016				
417-1	Requirements for product and service information and labeling	-	-	
417-2	Incidents of non-compliance with regulations concerning product and service information and labeling	1-3 Implementing Ethical Business Conduct and Legal Compliance	41	
417-3	Incidents of non-compliance with regulations concerning marketing communications	1-3 Implementing Ethical Business Conduct and Legal Compliance	41	
GRI 3-3 Material Topics: Information security and customer privacy.				
GRI 418 Customer Privacy 2016				
418-1	Substantiated complaints concerning breaches of customer privacy or loss of customer data	2-1 Customer Relations	54	



5-2 SASB Sustainability Accounting Standards Comparison Table

SASB STANDARDS 2023- Industrial Machinery and Goods Standard

Table 1. Sustainability Disclosure Topics & Metrics

Topic	Code	Indicator	Category	Unit	Remarks	Response Section
Energy Management	RT-IG-130a.1	1. Total Energy Consumption 2. Percentage of Grid Electricity 3. Percentage of Renewable Energy	Quantitative	Gigajoules (GJ), Percentage (%)	1. 752.59 Gigajoules 2. 90.57% 3. 0%	4-2 Operational Environmental Management
Workforce Health and Safety	RT-IG-320a.1	1. Total Recordable Incident Rate 2. Fatality Rate for (a) Direct Employees and (b) Contract Employees	Quantitative	Rate	0 (No Incidents)	4-1 Employee Overview
Fuel Economy and Emissions in the Use Phase	RT-IG-410a.1	Sales-weighted fuel efficiency of medium and heavy-duty vehicle fleet	Quantitative	Liters per 100 tonne-kilometers (L / 100 t·km)	Not applicable as the Company does not manufacture products.	3-2 Supplier Sustainability Management
	RT-IG-410a.2	Sales-weighted fuel efficiency of non-road equipment	Quantitative	Liters per hour (L / h)	Not applicable as the Company does not manufacture products.	3-2 Supplier Sustainability Management
	RT-IG-410a.3	Sales-weighted fuel efficiency of stationary generators	Quantitative	Kilojoules per liter (kJ / L)	Not applicable as the Company does not manufacture products.	3-2 Supplier Sustainability Management
	RT-IG-410a.4	Applicable to: (a) marine diesel engines, (b) railroad diesel engines, (c) on-road medium and heavy-duty diesel engines, (d) other non-road diesel engines	Quantitative	Grams per kilojoule (g / kJ)	Not applicable as the Company does not manufacture products.	3-2 Supplier Sustainability Management
Materials Sourcing	RT-IG-440a.1	Describe risk management for the use of Critical Materials	Discussion and Analysis	N / A	Not applicable as the Company does not manufacture products.	N / A
Design for Remanufacturing and Serviceability	RT-IG-440b.1	Revenue from remanufactured products and remanufacturing services	Discussion and Analysis	Reporting currency	Not applicable as the Company does not manufacture products.	N / A



Table 2. Activity Metrics

Topic	Code	Indicator	Category	Unit	Remarks	Response Section
Table 2 - 1	RT-IG-000.A	Number of units produced by product category	Quantitative	Number	Ace Pillar currently has no production or manufacturing, so this item is not applicable.	N / A
Table 2 - 2	RT-IG-000.B	Number of employees	Quantitative	Number	111	3-1 Employee Overview

Gender / Regional Ratio (%) of Taiwan Ace Pillar Employees				
Gender / Region	Male	Female	Taiwan	Others
Senior Management	4%	1%	100%	0%
Non-Senior Man-agement	16%	6%	100%	0%
Technical Staff	0%	0%	100%	0%
Other Employees	44%	29%	100%	0%



5-3 Independent Third-Party Assurance Statement

Third-party verification of the Sustainability Report / ESG Report





Third-Party Assurance Statement for Greenhouse Gas Inventory



安侯建業聯合會計師事務所

KPMG

台北市110119信義區復興南路1段111號
66F, TAIPEI 101 TOWER, No. 7, Sec. 5,
Xinyi Road, Taipei City 11015, Taiwan (R.O.C.)電話 Tel: +886 2 8101 6000
傳真 Fax: +886 2 8101 6007
網址 Web: kpmg.com.tw

溫室氣體聲明確信報告

羅昇企業股份有限公司 公鑒：

本執業人員受台北羅昇企業股份有限公司及其子公司（以下簡稱「羅昇公司」）民國一
一四年一月一日至十二月三十一日溫室氣體盤查報告（以下簡稱「溫室氣體聲明」）之類別
1直接溫室氣體排放與類別2能源間接排放（以下簡稱「類別1及類別2」）之有限確信案件詳列
於附件一。

公司對溫室氣體聲明之責任

羅昇公司之責任係依照國際標準組織(International Organization for Standardization, ISO)發
布之「ISO14064-1:2018組織層級溫室氣體排放及移除量量化及報告附錄之規範」（以下簡稱
「ISO14064-1」）編製溫室氣體聲明，且設計、持續實行及維持與溫室氣體聲明編製有關之內
部控制，以確保溫室氣體聲明未含有因於舞弊或錯誤之重大不實表達。如羅昇公司溫室氣體
聲明所述，溫室氣體之量化受先天不確定性之影響，主要係因用以決定排放係數之科學知識並
不完全，以及報導之數值與實際不同溫室氣體之減減。

執業人員之獨立性及品質管理

本執業人員及所隸屬會計師事務所已遵循會計師職業道德規範中有關獨立性及其他道德規
範之規定，該規範之基本原則為正直、公正客觀、專業能力及專業上應有之注意、保密與專業
行為。本執業人員所隸屬會計師事務所遵循品質管理準則，維持定之品質管理制度，包含與
遵循職業道德規範、專業準則及所適用法令有關之書面政策及程序。

執業人員之責任

類別1及類別2-有限確信

本執業人員之責任係依照財團法人中華民國會計研究發展基金會發布之確信準則3410號
「溫室氣體聲明之確信案件」（以下簡稱確信準則3410號）規劃及執行類別1及類別2之有限確
信案件，基於所執行之程序及所獲取之證據，對第一段所述羅昇公司溫室氣體聲明是否未含有
重大不實表達取得有限確信，並作成有限確信之結論。

依據確信準則3410號之規定，有限確信案件工作包括評估羅昇公司採用ISO14064-1編製溫室
氣體聲明之妥適性，評估溫室氣體聲明導因於舞弊或錯誤之重大不實表達風險，就情況對所評
估風險作出必要之因應，以及評估溫室氣體聲明之整體表達，有關風險評估程序（包括對內部
控制之瞭解）及因應所評估風險之程序，有限確信案件之範圍明顯小於合理確信案件。

~ 1 ~

KPMG is a member organization of the International Federation of Accountants (IFAC). KPMG is a member organization of the International Federation of Accountants (IFAC). KPMG is a member organization of the International Federation of Accountants (IFAC).



本執業人員對第一段所述羅昇公司溫室氣體聲明之類別1及類別2所執行之程序係基於專業
判斷，該等程序包括查閱、對所執行流程之觀察、文件之檢查、分析性程序、臺北方法與標準
政策之評估，以及與相關紀錄之核對或調節。基於本案件情況，本執業人員於執行上述程序時：

1. 已透過查閱，取得對羅昇公司與排放變化及報導相關之控制環境及資訊系統之瞭解，
但並未評估該等控制案件之設計，取得該等控制案件之執行之證據或測試其有效
性。
2. 已評估羅昇公司建立估計方法之適當性及一致性。然而，所執行程序並未包含測試估
計所依據之資料或單獨建立執業人員之估計，以評估羅昇公司所作之估計。
3. 已實施訪查 1 個據點，以評估排放源之完整性、資料蒐集方法、排放源資料及該等據
點所適用之核算制度。對於執行實地訪查據點之選擇，已考量該等據點之排放對總排
放之貢獻、排放源性質，以及前期所選擇之據點。所執行程序不包含測試該等據點所
以蒐集及彙整排放資料之資訊系統及控制。

相較於合理確信案件，有限確信案件所執行程序之性質及時間不同，其範圍亦較小，故於
有限確信案件所取得之確信程度亦明顯低於合理確信案件所取得者。因此，本執業人員不對羅
昇公司類別1直接溫室氣體排放及類別2能源間接排放在所有重大方面，是否依照國際標準組織
(International Organization for Standardization, ISO) 發布之 ISO14064-1:2018 組織層級溫室氣體排
放及移除量量化及報告附錄之規範編製，表示合理確信意見。

有限確信之結論

類別1及類別2-有限確信

依據所執行之程序與所獲取之證據，本執業人員並未發現第一段所述羅昇公司民國一
一四年一月一日至十二月三十一日溫室氣體聲明之類別1及類別2在所有重大方面未有未依照
ISO14064-1編製之情事。

其他事項

本確信報告出具後，任何確信標準的資訊或適用基準之變更，本執業人員將不負就該等資訊
重新執行確信工作之責任。

安侯建業聯合會計師事務所

會計師：高觀政



事務所地址：台北市信義區五段七號六十八樓

中華民國 一 一 五 年 四 月 三十 日

~ 2 ~



附件一：確信標準的資訊彙總表

報告邊界	排放量 (二氧化碳當量/年)
類別1：直接溫室氣體排放和移除	38,8079
類別2：輸入能源	484,5226
合計	523,4305

~ 3 ~



5-4 Listed Company Climate-Related Information Index

Risks and Opportunities Posed by Climate Change to the Company and the Company's Corresponding Response Measures		Report Content Section Reference	Page Number
1.	Describe the Board of Directors' and management's oversight and governance of climate-related risks and opportunities.	4.1 Climate Change Action	93
2.	Describe how the identified climate risks and opportunities affect the Company's business, strategy and finances (short-term, medium-term, long-term).	4.1 Climate Change Action	93
3.	Describe the financial impacts of extreme climate events and transition actions.	4.1 Climate Change Action	93
4.	Describe how the processes for identifying, assessing, and managing climate risks are integrated into the overall risk management system.	4.1 Climate Change Action	93
5.	If scenario analysis is used to assess resilience to climate change risks, the scenarios, parameters, assumptions, analytical factors, and major financial impacts used should be described.	4.1 Climate Change Action	93
6.	If there is a transition plan in place to address and manage climate-related risks, describe the content of the plan and the metrics and targets used to identify and manage physical risks and transition risks.	4.1 Climate Change Action	93
7.	If internal carbon pricing is used as a planning tool, the basis for setting the price should be described.	4.1 Climate Change Action	93
8.	If climate-related targets have been set, information such as the activities covered, greenhouse gas emission scopes, planning timeframes, and annual progress toward achievement should be described; if carbon offsets or Renewable Energy Certificates (RECs) are used to achieve related targets, the sources and quantities of carbon offset credits or the quantity of Renewable Energy Certificates (RECs) should be described.	4.1 Climate Change Action	93
9.	Greenhouse gas inventory and assurance status, as well as reduction targets, strategies, and specific action plans (to be filled in separately under 1-1 and 1-2).	4-2 Sustainable Environmental Management	102
		4-2 Sustainable Environmental Management	102



1-1 Greenhouse gas inventory and assurance status of the Company for the past two years

1-1-1 Greenhouse Gas Inventory Information

Describe the greenhouse gas emissions (metric tons CO₂e), intensity (metric tons CO₂e / million NTD), and data coverage scope for the most recent two years.

Scope 1 and Scope 2 information covers six operational locations at Taiwan headquarters

Year	2024	2025
Scope 1 (metric tons CO ₂ e)	0.00	4.77
Scope 2 (metric tons CO ₂ e)	87.30	89.75
Revenue Emission Intensity (kgCO ₂ e / million NTD)	85.26	98.94
Scope 3 (metric tons CO ₂ e)	247.94	269.54

Note 1 Direct emissions (Scope 1, emissions directly from sources owned or controlled by the Company), energy indirect emissions (Scope 2, indirect greenhouse gas emissions from imported electricity, heat or steam) and other indirect emissions (Scope 3, emissions from company activities that are not energy indirect emissions but come from emission sources owned or controlled by other companies).

2 The data coverage scope for direct emissions and energy indirect emissions shall be implemented in accordance with the schedule stipulated in the order prescribed under Article 10, Paragraph 2 of these Standards; other indirect emissions information may be disclosed voluntarily.

3 Greenhouse gas inventory standards: Greenhouse Gas Protocol (GHG Protocol) or ISO 14064-1 published by the International Organization for Standardization (ISO).

4 The intensity of greenhouse gas emissions may be calculated per unit of product / service or revenue; however, figures calculated based on revenue (in millions of New Taiwan Dollars) must at least be stated.

5 In response to the reclassification of emission source identification, the carbon emission information for Scope 1 and Scope 2 has been restated. Scope 3 primarily consists of fuel usage from employees using personal vehicles for business purposes.

1-1-2 Greenhouse Gas Assurance Information

Describe the assurance status for the two most recent fiscal years up to the date of the annual report publication, including the assurance scope, assurance organization, assurance standards, and assurance opinion.

The Company's 2024 inventory data was commissioned to KPMG, a third-party assurance provider, on 2025/05/21 to complete the assurance and obtain a statement of assurance report. The 2025 inventory data is expected to complete third-party assurance and obtain the report in the second quarter of this year.



1-2 Greenhouse Gas Reduction Targets, Strategies, and Specific Action Plans

In response to the relocation of the Taoyuan office and the logistics center, the base year for energy management and greenhouse gas inventory has been revised to 2024.

1. Greenhouse Gas Reduction Targets Short-term for 2026.



Reduce per capita water consumption by
2%



Lower electricity consumption emission intensity by
2%



Achieve a recyclable waste rate of
≥80%
for inbound and outbound goods.

2. Greenhouse Gas Reduction Action Plans

- Promote low-carbon transportation and meeting management
- Introduce energy-saving equipment
- Intelligent electricity consumption management
- Strengthen resource circularity, reduce single-use pallet usage, and improve material circulation efficiency
- Improve water use efficiency

3. Implementation Status of Environmental Aspects:

- Electricity conservation – The electricity consumption emission intensity in 2025 increased by 18.33 kWh / 10.19% compared to 2024.
- Water conservation – Per capita water consumption in 2025 decreased by 54.41×10^{-6} million cubic meters / 7.83% compared to 2024.
- Recycling- In 2025, the recycling and reuse rate of shipping and receiving waste reached 97.8%.

Note 1 This shall be carried out in accordance with the schedule specified in the order prescribed under Article 10, Paragraph 2 of these Standards.

2 The base year shall be the fiscal year in which the inventory is completed based on the consolidated financial report boundary. For example, pursuant to the order under Article 10, Paragraph 2 of these Standards, companies with a paid-in capital of NT\$10 billion or more shall complete the inventory of the consolidated financial report for fiscal year 113 by year 114; therefore, the base year is year 113. If a company has completed the consolidated financial report inventory ahead of schedule, it may use that earlier year as the base year. Additionally, the base year data may be calculated using a single year or the average of multiple years.



Official Website



Download Report



ACE PILLAR Co., Ltd.

12 F., No. 588, Zhongyuan Rd., Xinzhuang Dist., New Taipei

City 242030, Taiwan (R.O.C.)

TEL : 886-2-29958400